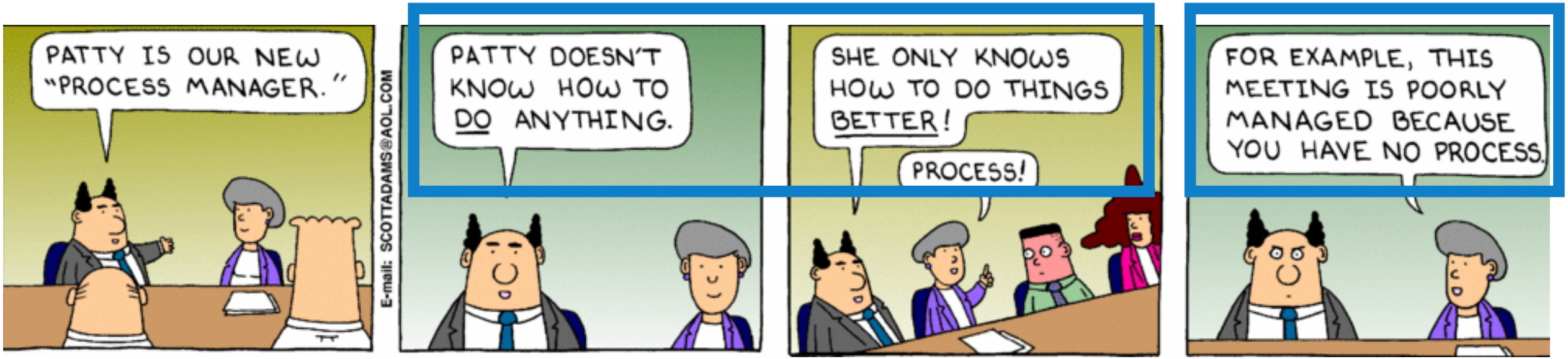
Prozessmodelle

für die Anwendung und Gestaltung von ERP-Systemen

Wer macht was (womit)?

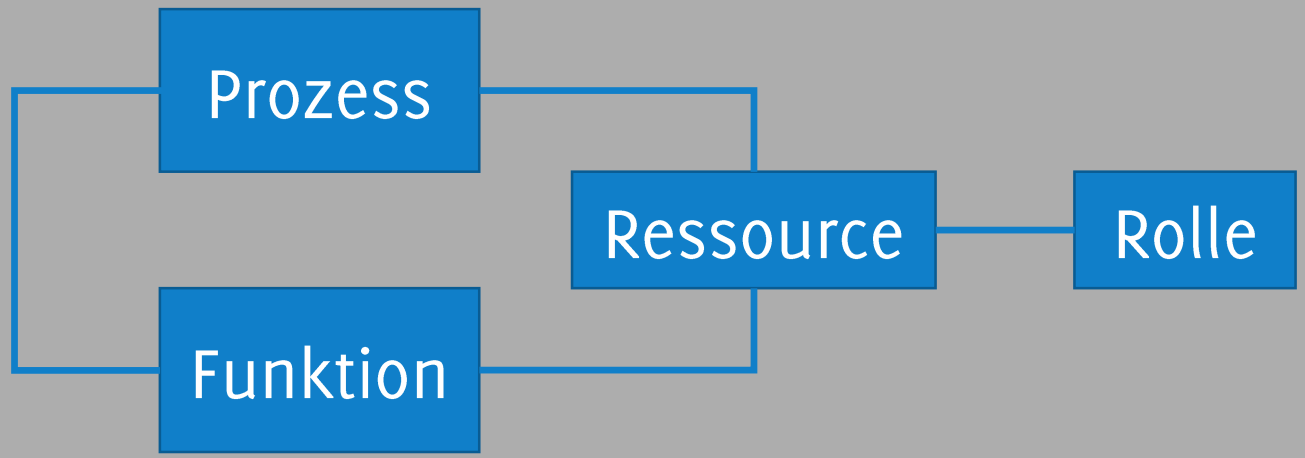


Inhalt

1. Framework-Überblick

1. Framework-Überblick
Basiskomponenten

Frameworkdesign



Frameworkbewertung:
Umsetzungs- bzw.
Reifegrad

2. Framework-Ziele

2. Framework-Ziele

2.1 Standardisierung

Innenperspektive

Vermeidung von Missverständnissen

Starre Symbolik

Außenperspektive

Unterstützung von Benchmarking und Outsourcing

Falsch messen, das Falsche messen

2. Framework-Ziele

2.2 Performancemanagement

Innenperspektive

Verbesserung der operativen Leistungsfähigkeit

Kostenrisiko, Bürokratisierung, Behinderung

Außenperspektive

Verbesserung der Wettbewerbsfähigkeit

Wettbewerbsnachteile durch schlechte Umsetzung bzw. prozyklisches Verhalten

2. Framework-Ziele

2.3 Risikomanagement

Innenperspektive

Vermeidung von Kontroll- und Steuerungslücken

mikropolitische Widerstände gegen Transparenz und Veränderung

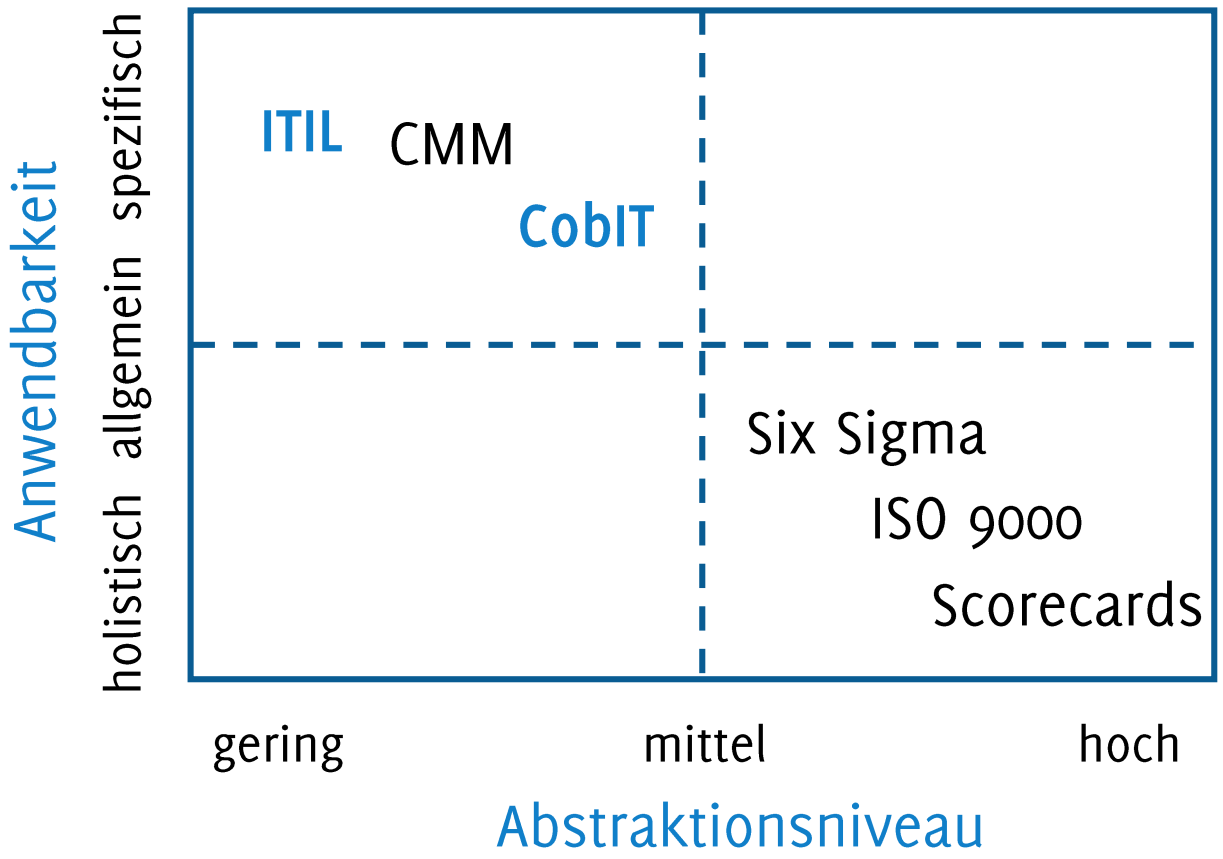
Außenperspektive

Senkung von Haftungsrisiken durch Orientierung an Marktüblichkeit

... bis sich neue Standards durchgesetzt haben.

3. Beispiel-Frameworks

3.1 Positionierung nach Gartner, Inc.



ITIL: IT Infrastructure Library
CMM: Capability Maturity Model
CobIT: Control Objectives for Information and related Technologies
ISO: International Organization for Standardization

www.computerworld.com/s/article/90797/Model_Mania

3. Beispiel-Frameworks

3.2 Empfehlung Forrester Research

Governance-Unterstützung durch:

1. **Cobit** (IT Governance)
2. **ITIL** (IT Service Management)
3. **ISO** 17799 → ISO 27000 (Informationssicherheit)
4. **BSC** (Messung und Kommunikation)

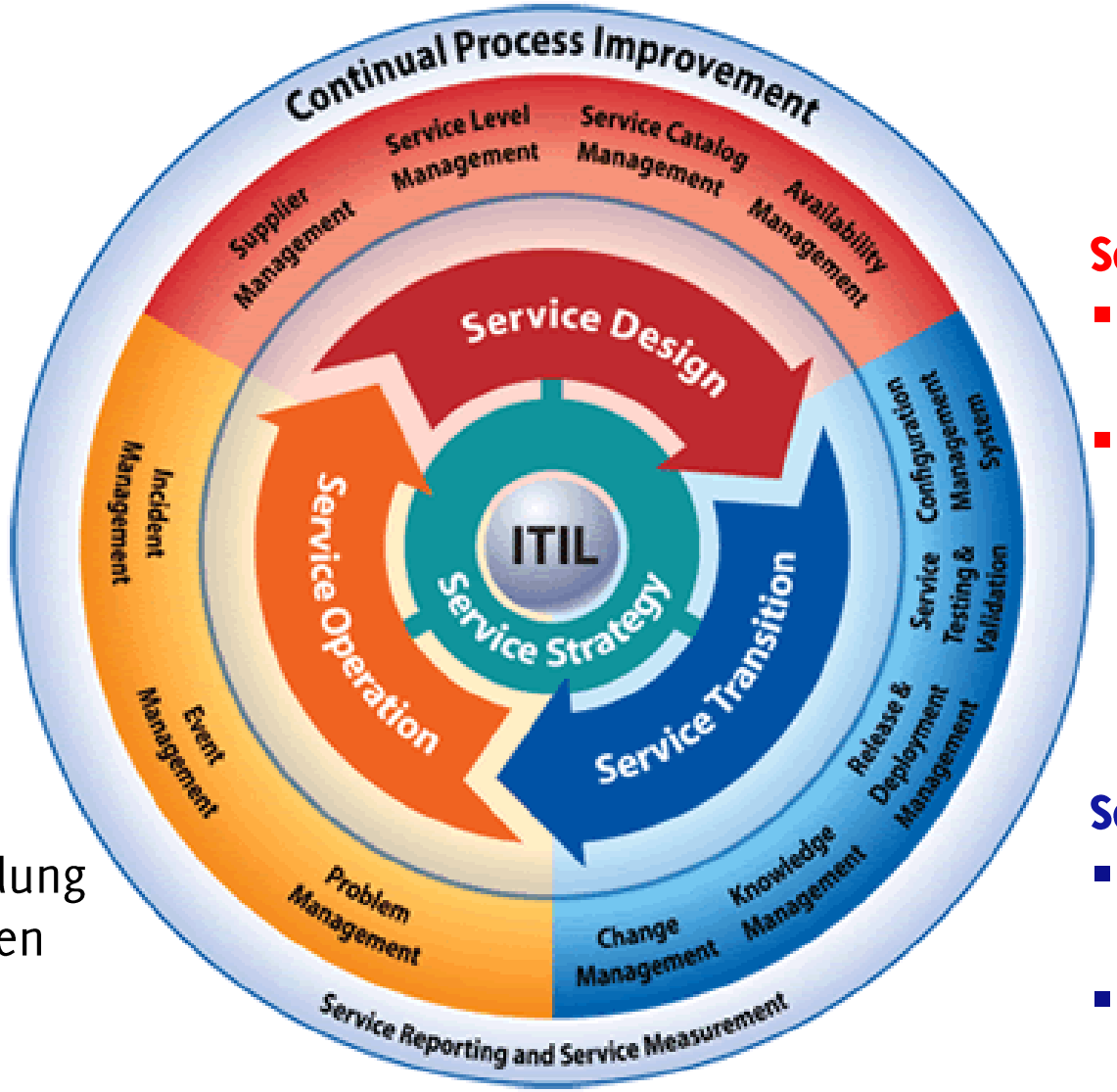
Quelle: C. Symons, Forrester Research: Helping Business Thrive On Technology Change – A Road Map To Comprehensive IT-Governance

3. Beispiel-Frameworks

3.3 ITIL

Service Strategy:

- Zielsetzung des Service Lifecycle
- Zusammenhang zur Geschäftsperspektive



Service Design:

- Architektonische Rahmenbedingungen
- Inhaltliche und Sicherheitsaspekte

Service Operation:

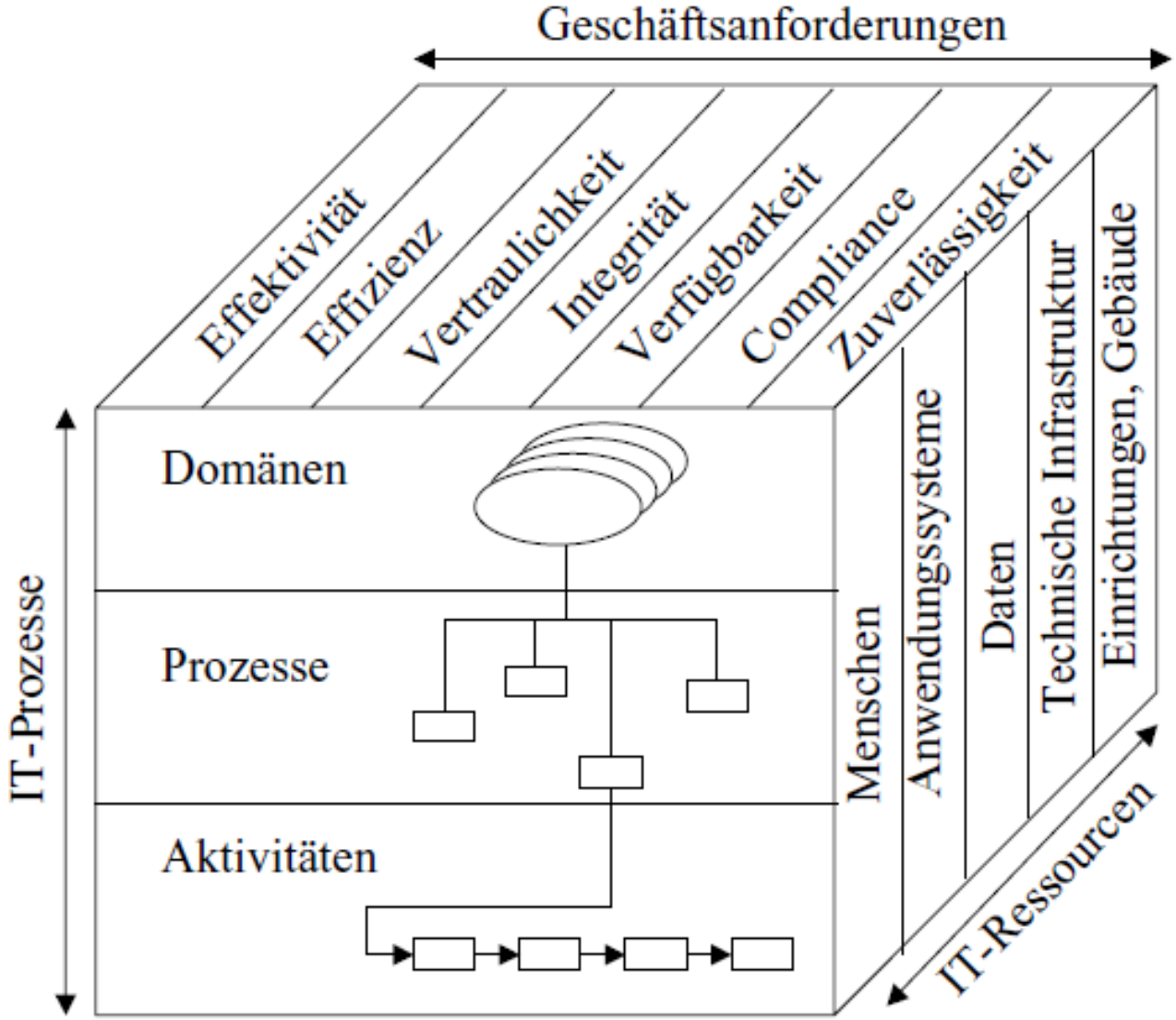
- störungsfreie Bereitstellung von Services im täglichen Betrieb
- Störungsbehandlung

Service Transition:

- Praktische Umsetzung der geschäftlichen Anforderungen
- Schwerpunkt Produktionssetzung von Änderungen

3. Beispiel-Frameworks

3.4 Cobit



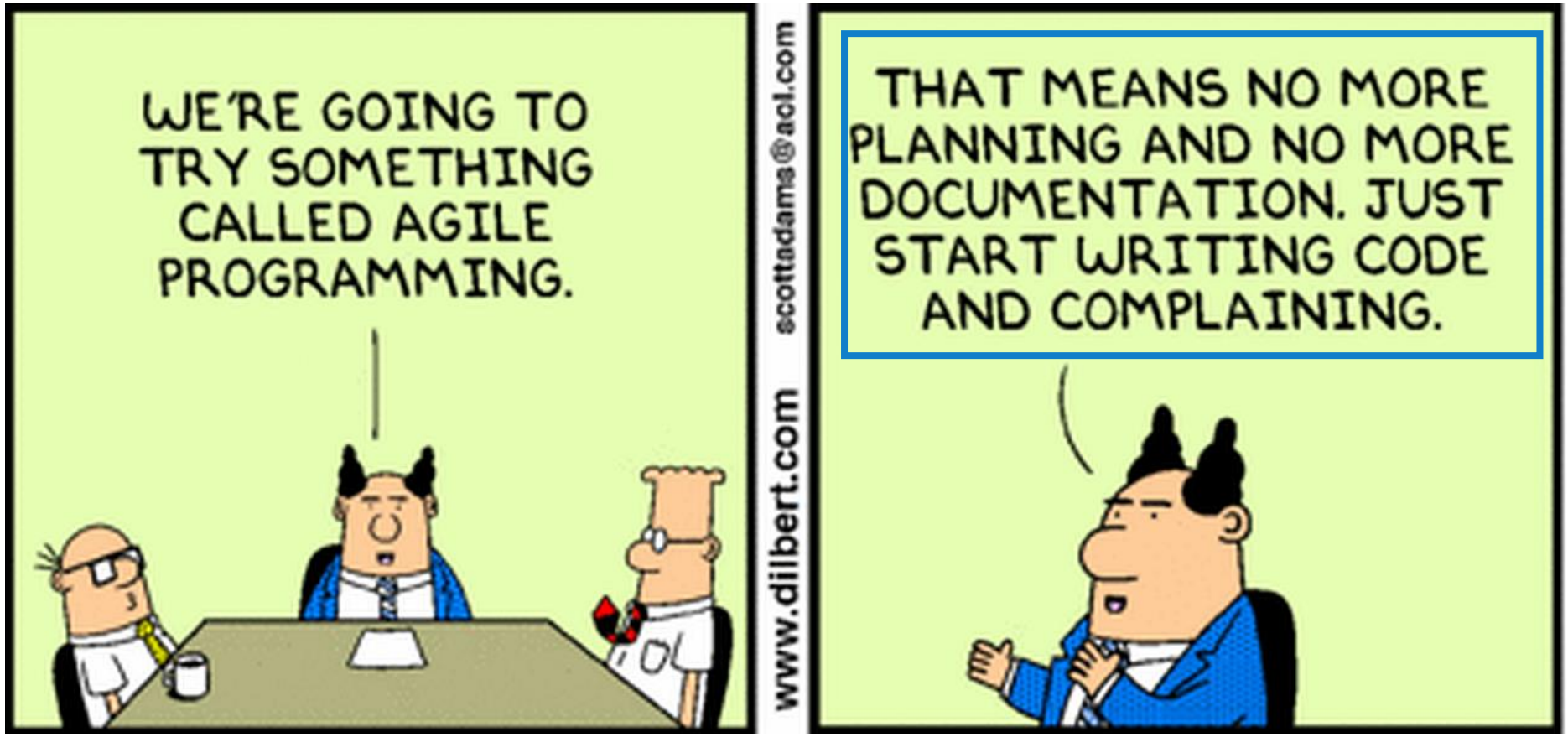
Process Optimization and Management System Development

A short case study about managing agile projects

Content

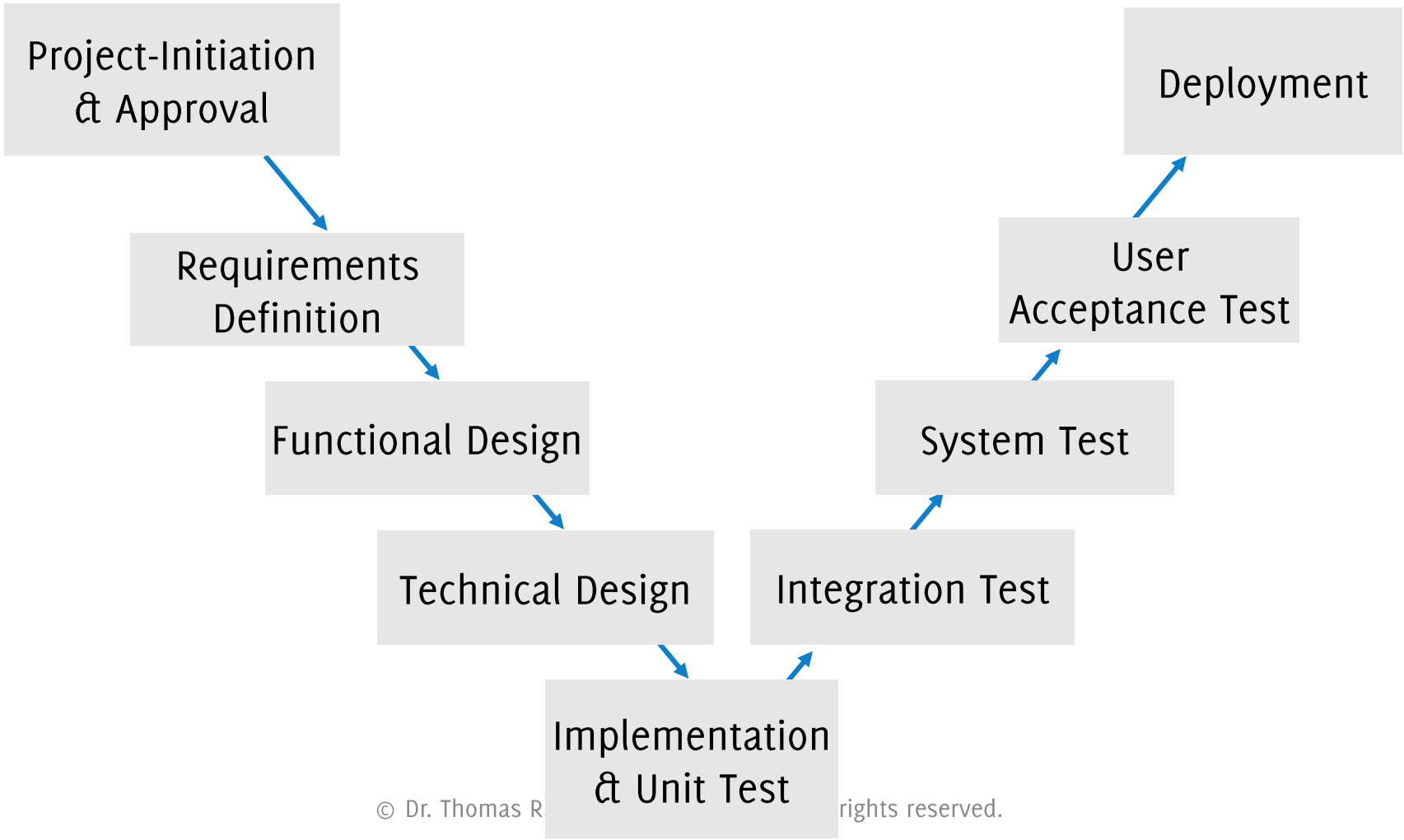
1. Context

1.1 Process Model: Traditional vs. Agile



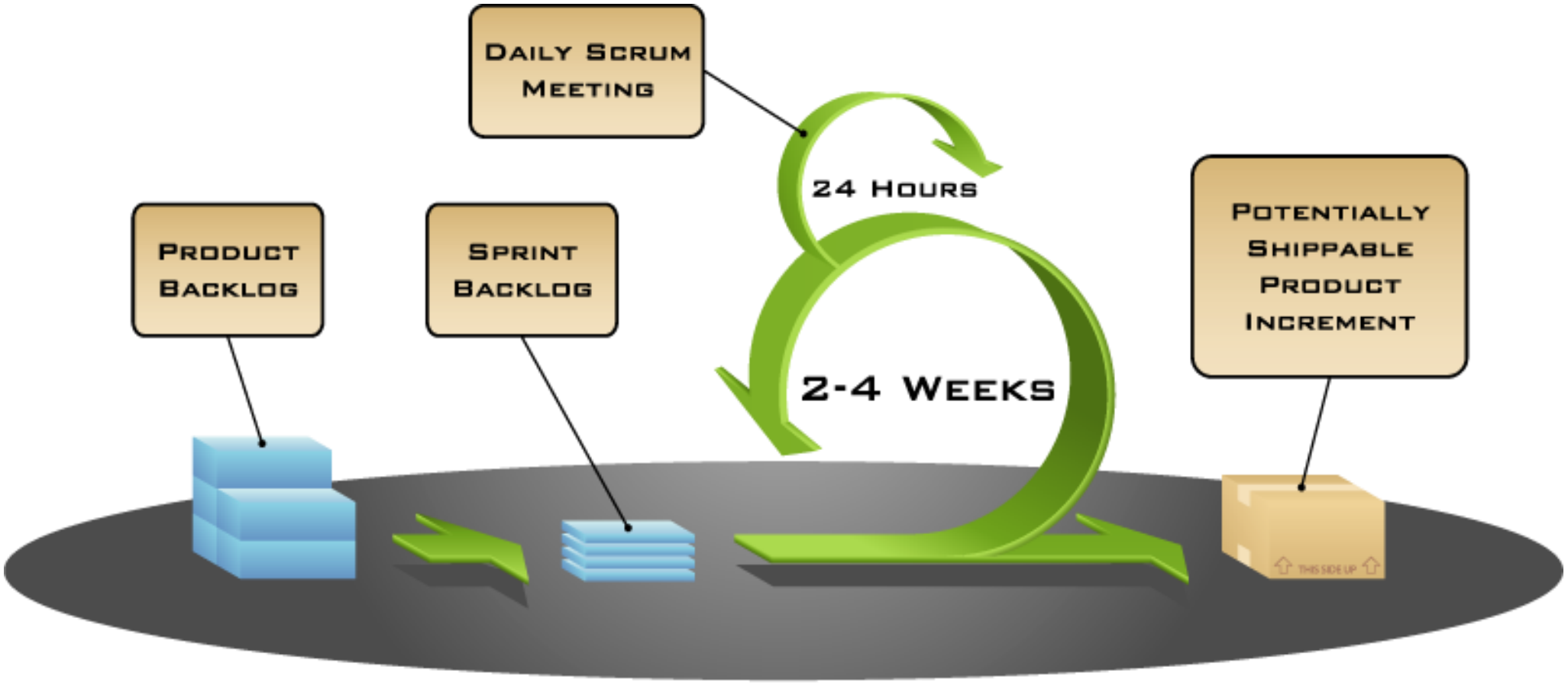
1. Context

1.1 Process Model: **Traditional** vs. Agile



1. Context

1.1 Process Model: Traditional vs. **Agile**



1. Context

1.2 Just another management fad?

Main difference between traditional and agile models:
Degree of centralization in planning.

Otherwise there are agile elements in waterfall planning as well as waterfall elements in agile planning, depending on the scale.

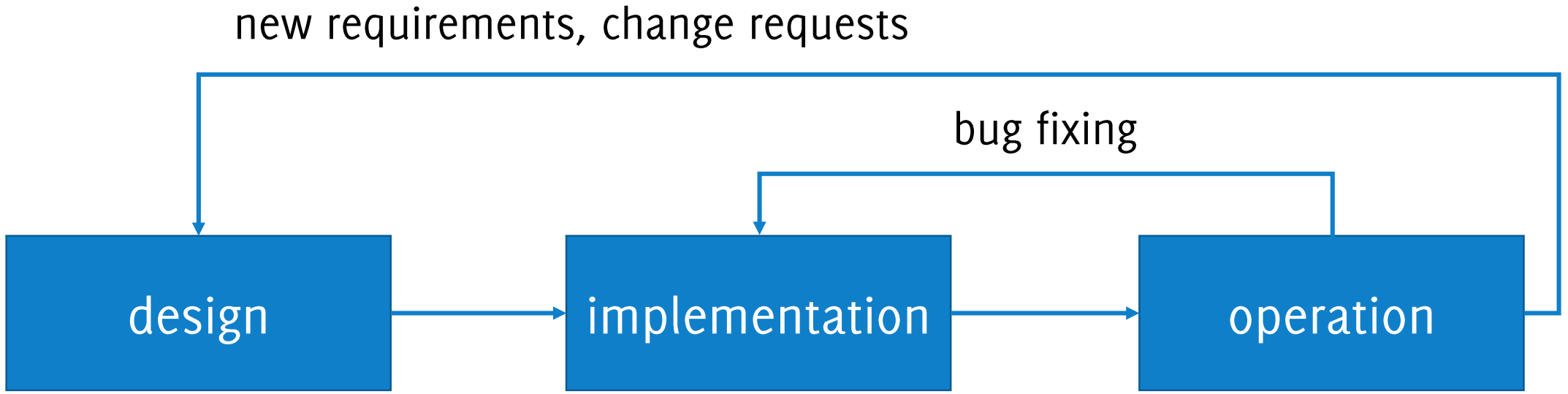
In the end the probability of success depends on corresponding complexities:
If the project scope's complexity is underestimated, disproportionately high cost of adaptation might result, up to loss of control.

2. Project Risk Assessment

2.1 Casuistics alone won‘t help...

2. Project Risk Assessment

2.2 Sources of Problems in SW-Projects



- insufficient specification
- missing requirement

- misinterpretation of reqs
- incorrect implementation
- missing implementation

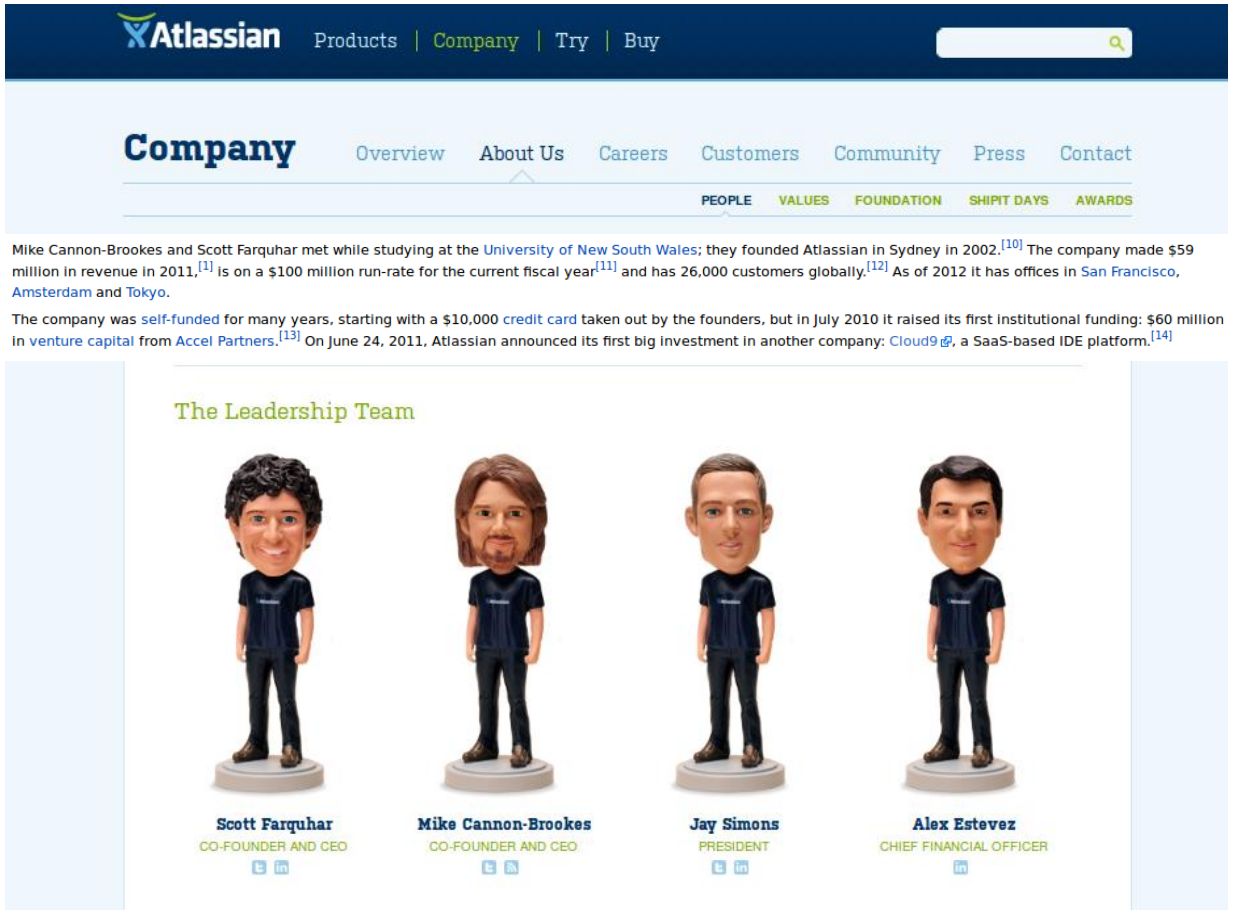
- unexpected results:
  - related to reqs
  - unrelated to reqs
- „genuine“ error

3. Initiative

3.1 JIRA

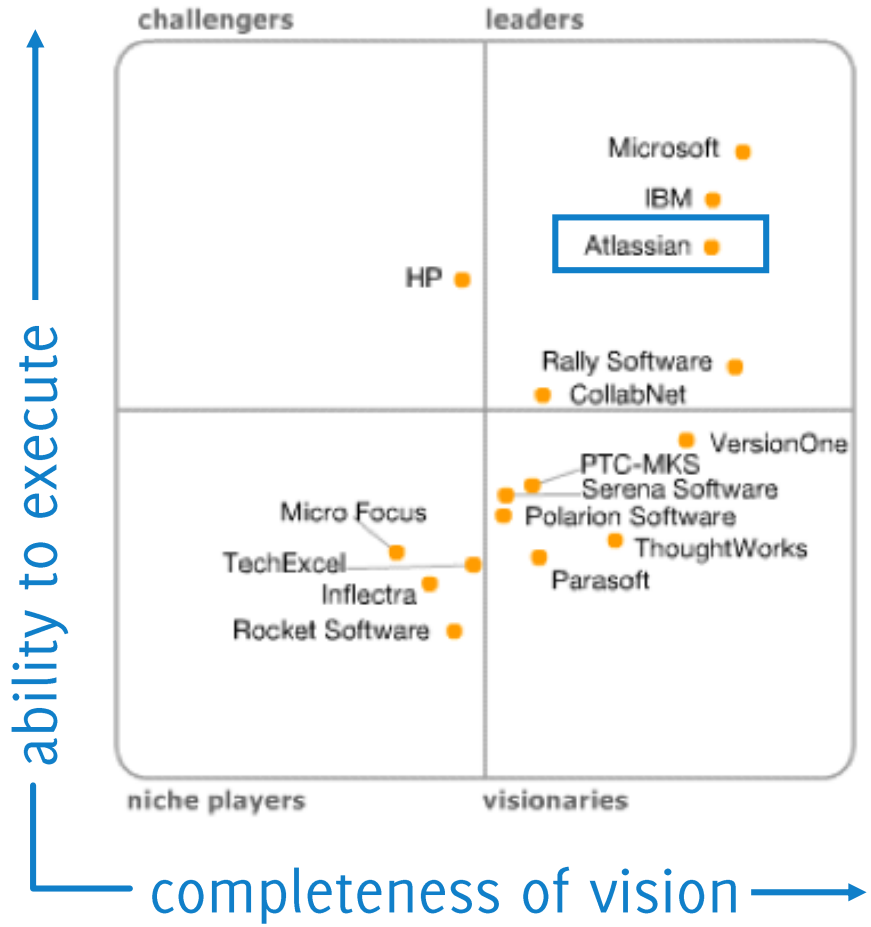
JIRA

Developer(s)	Atlassian, Inc.
Initial release	2002[1]
Stable release	6.0.3 / 25 June 2013; 14 days ago
Written in	Java
Operating system	Platform-independent
Type	Bug tracking system, project management software
License	Proprietary, free for use by official non-profit organizations, charities, and open-source projects, but not religious organizations[2][3]
Website	atlassian.com/software/jira



3. Initiative

3.2 Gartner about JIRA: „visionary leader“



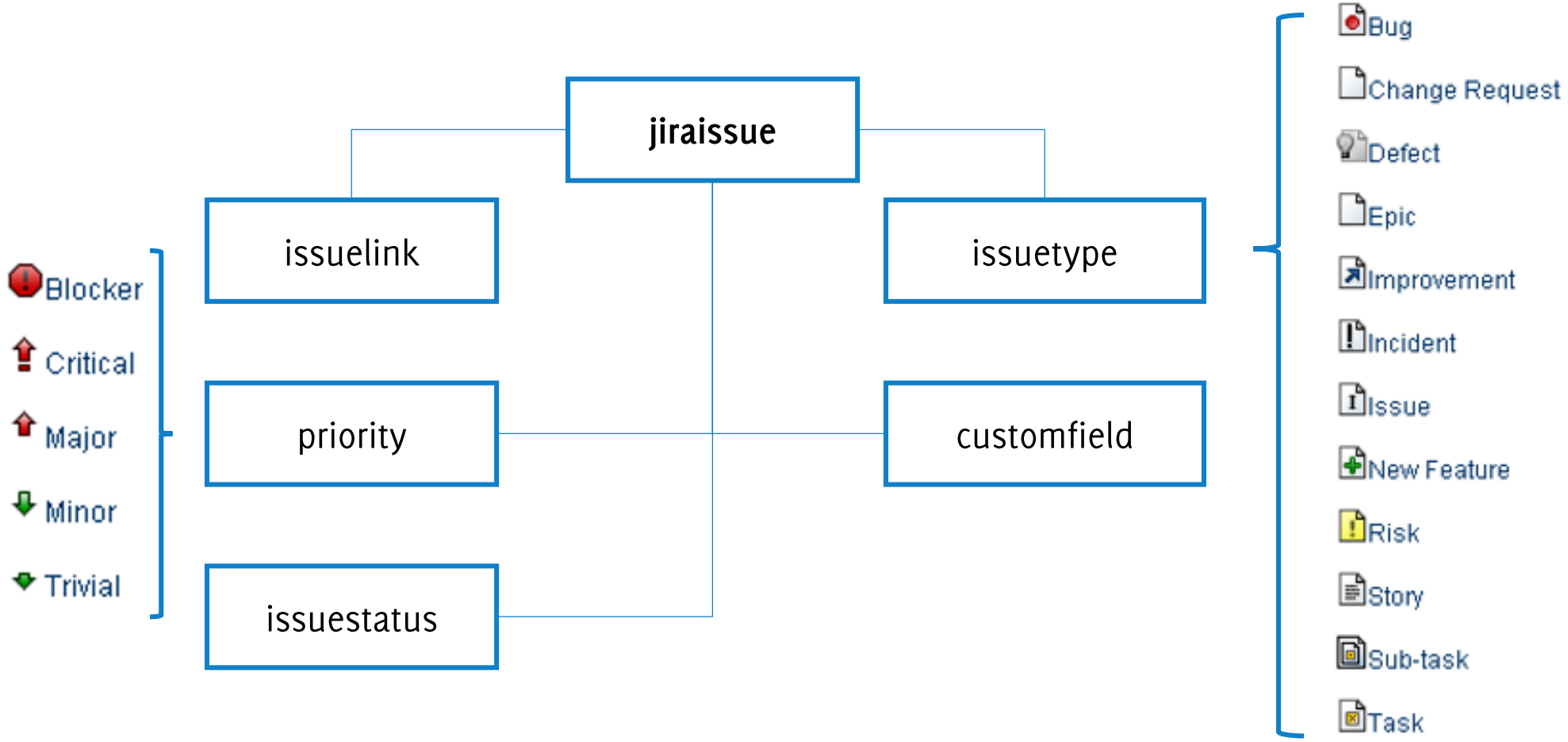
Market leading system for project and process organization:

- easy and flexible customizing
- high usability
- seamless integration
- free configuration

⇒ maximum proximity to implementation

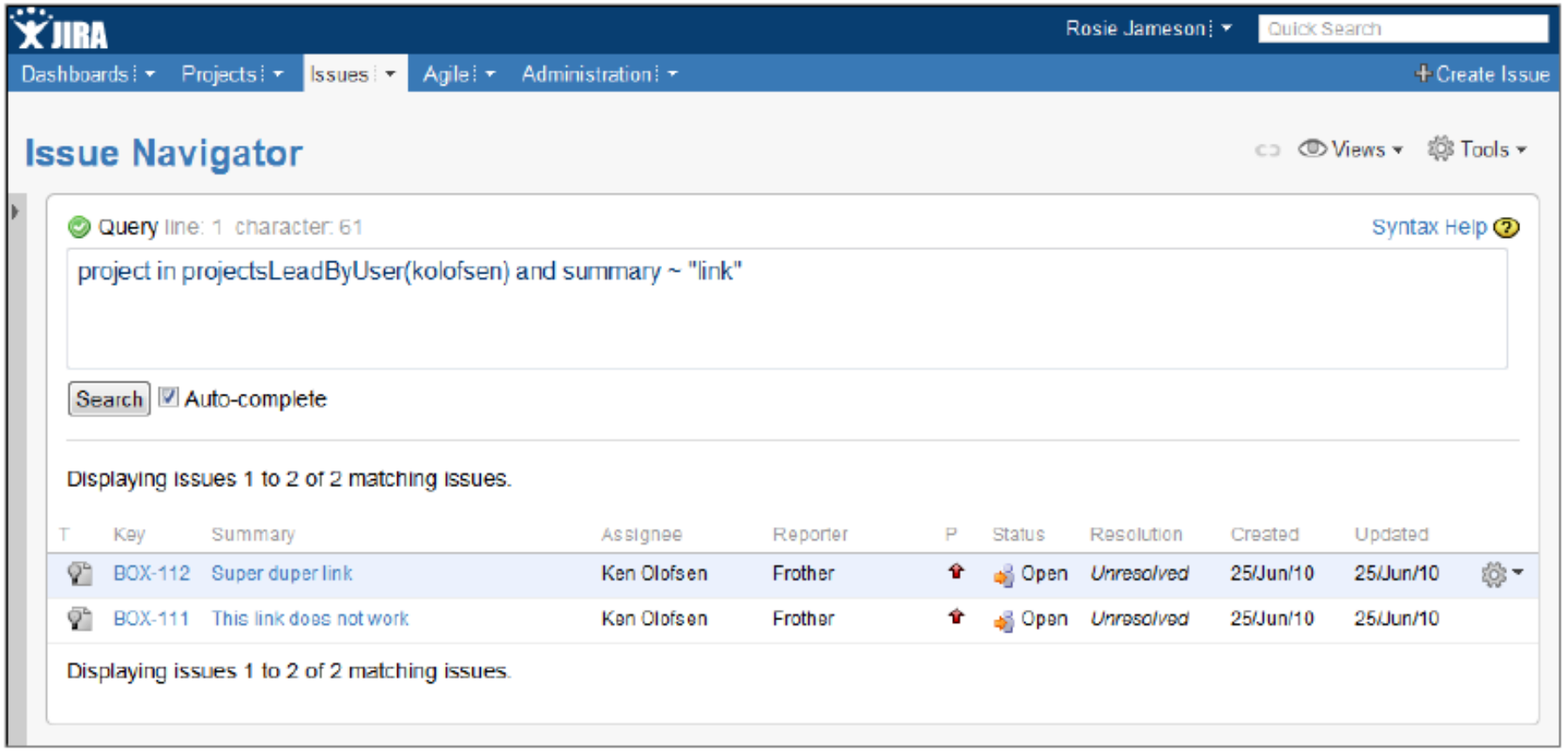
3. Initiative

3.3 JIRA: some basic elements



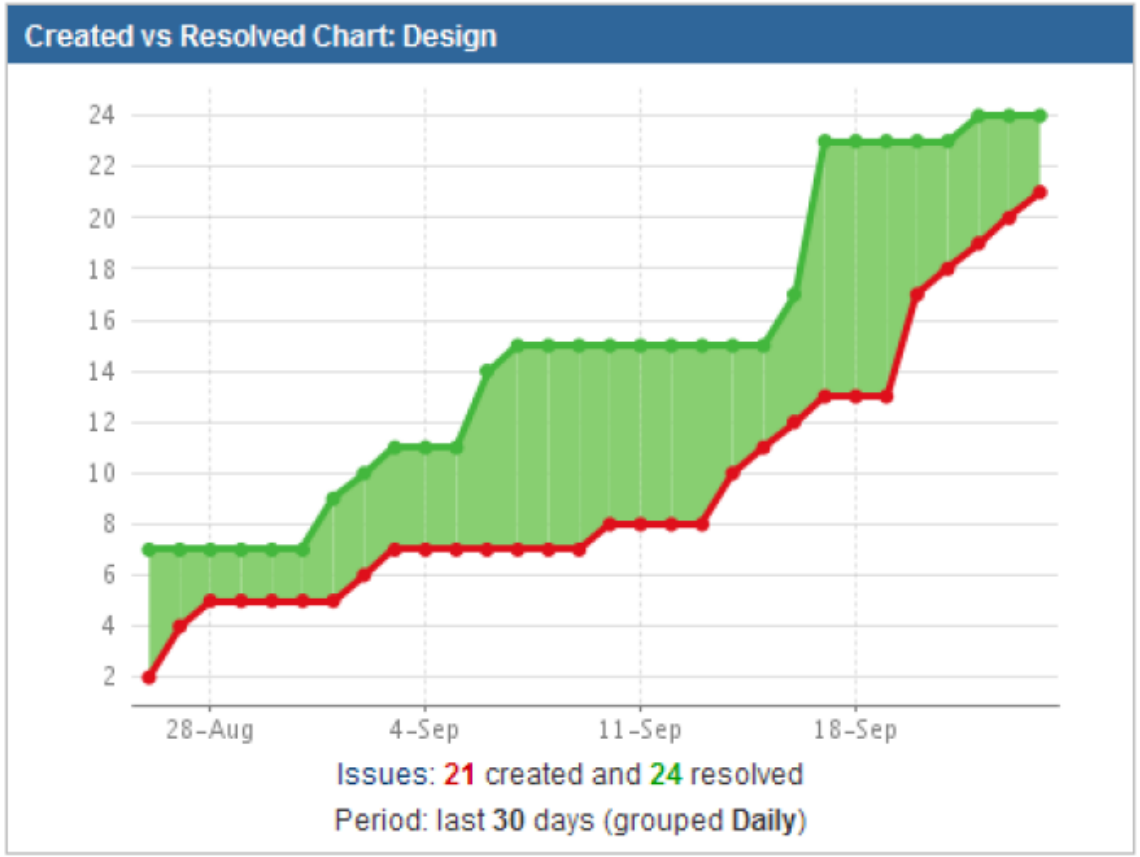
3. Initiative

3.4 JIRA Reporting: from JQL ...



3. Initiative

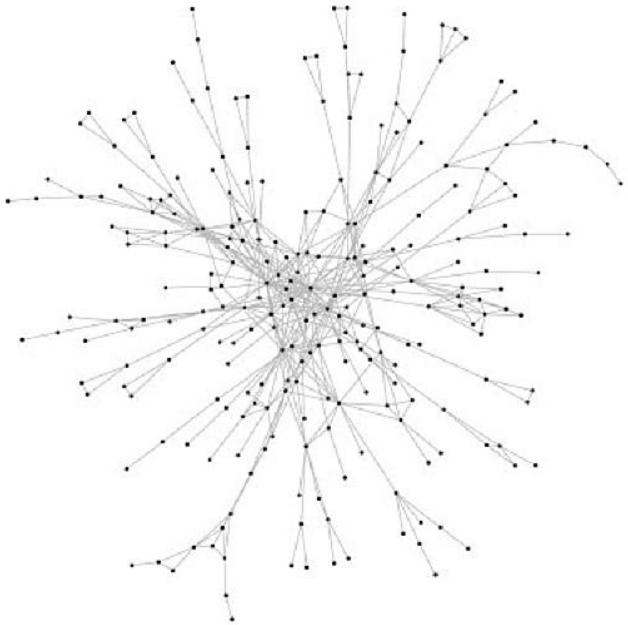
3.5 JIRA Reporting: ... to Dashboards



so why should it be so difficult to establish an appropriate project steering?

3. Initiative

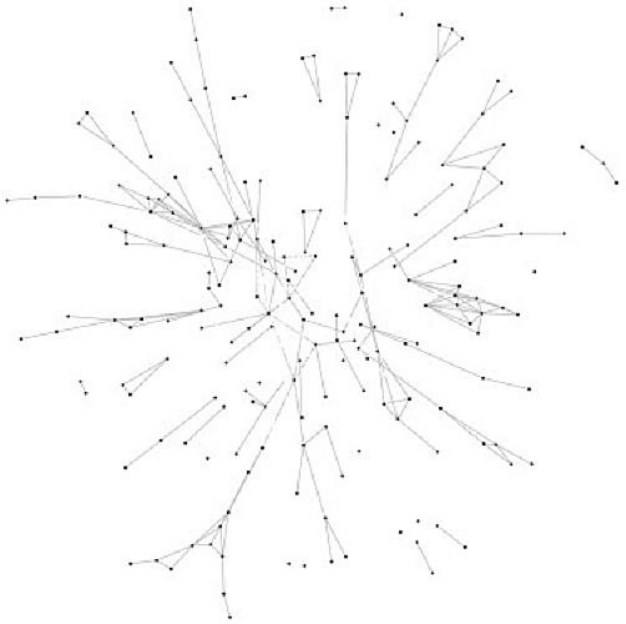
3.7 Surprise: (Almost) Limitless Complexity



Challenge JIRA:
from best possible
project support follows
maximum complexity;
e.g. possible variations
of trees on n labeled nodes:

$$y = n^{n-2}$$

(Cayley's formula).

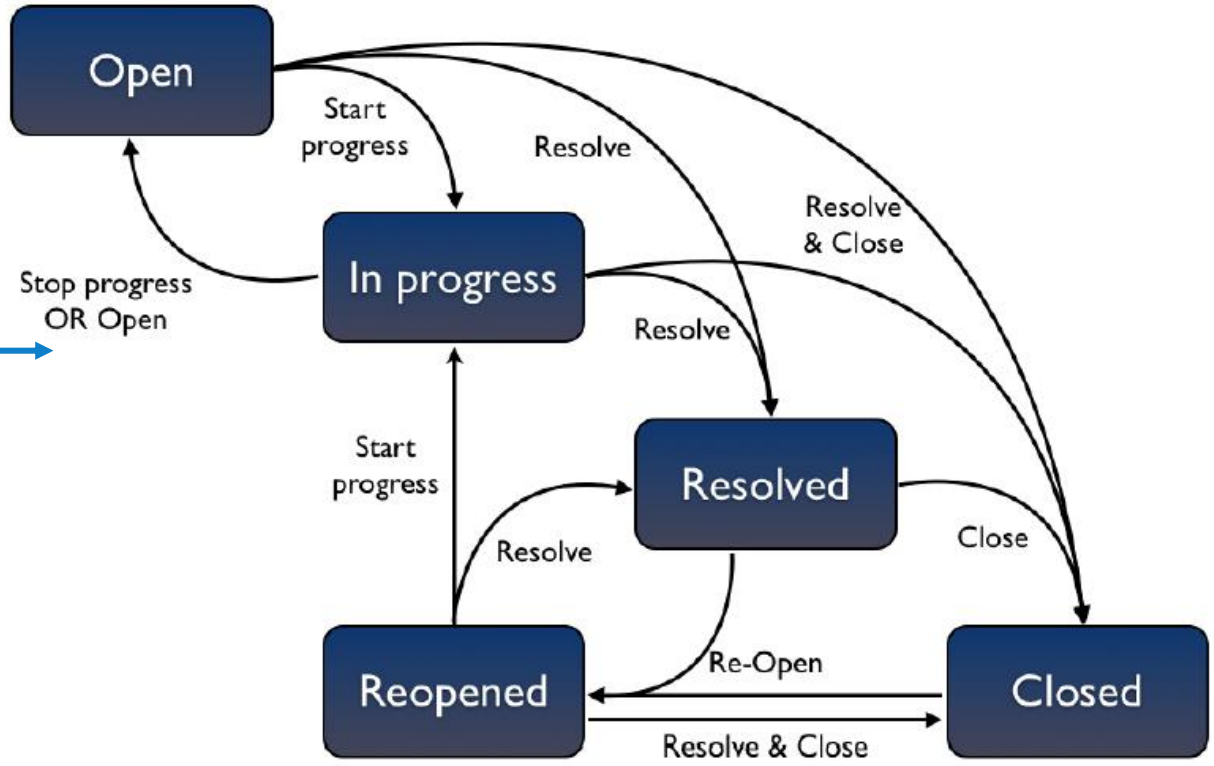


3. Initiative

3.8 JIRA Customizing: Challenge intensified

Customizing:

- Issuetypes
- Issuetype-Customfields
- Workflows
- Issuelinks
- ...



3. Initiative
3.9 JIRA‘s Strengths as Weaknesses?

JIRA‘s main weakness is conditional on its design principles and immediately results from its strengths: JIRA is able to model the organizational reality best possible and on almost any scale.

On the downside, this maximum proximity to implementation inevitably means maximum steering complexity (/„distance“), which is also mentioned by Gartner as „cautions“:

- Lack of a single integrated dashboard experience
- No single control point for workflow
- Limited support for complex processes

4. Solution
4.1 Integrating JIRA

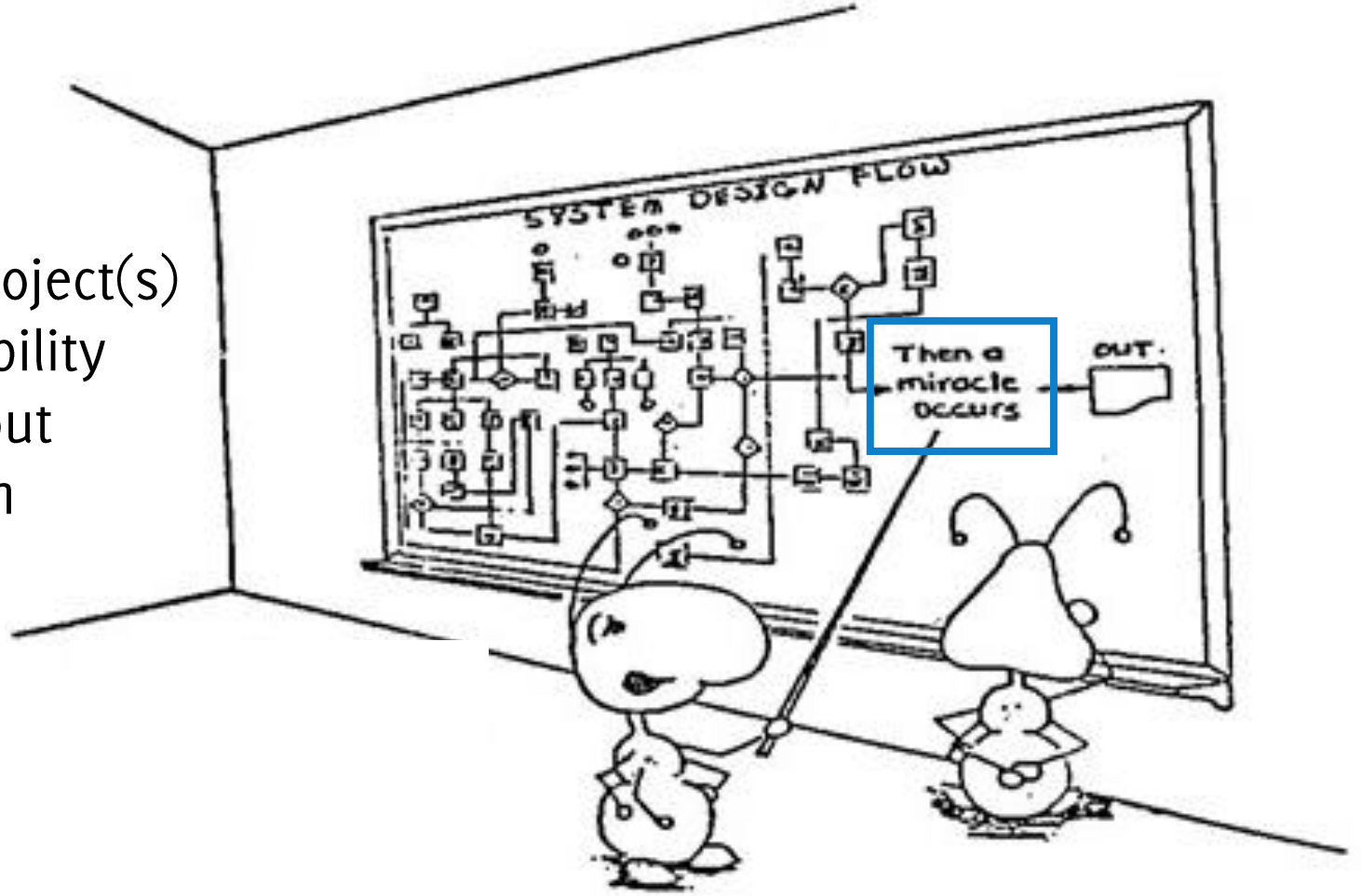
The trade-off problem between free customizing and standardized reporting can‘t be solved from within the system itself.

My process model:
1. Reverse engineering JIRA
2. Synchronising JIRA with our own database
3. Adding extended features (views, functions, procedures)
4. Applying Business Intelligence/Analysis Services

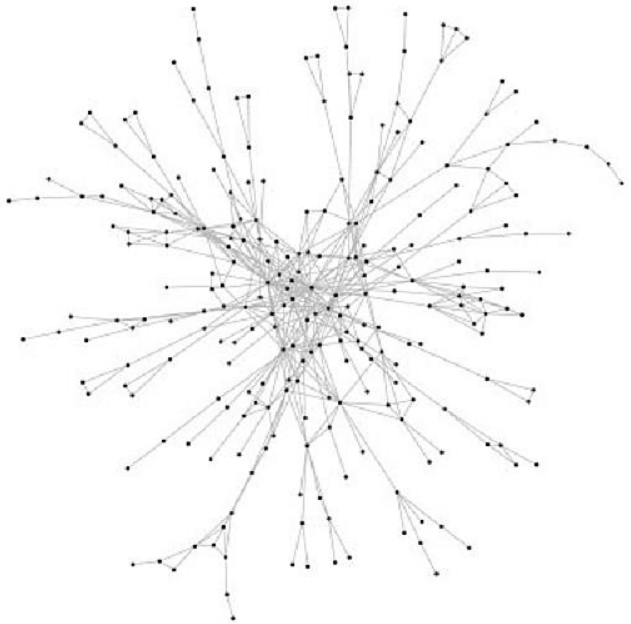
4. Solution
4.2 Constraints

Non-invasive design:

- no interference with the project(s)
- no limitation of JIRA‘s flexibility
- complexity reduction without relevant loss of information



4. Solution
4.3 Then a miracle occurs



The simple solution lies in intelligently consolidating the dynamic issue-networks:

⇒ almost real-time, robust reports about the health status of even the most complex projects
⇒ the best statistics is a complete inventory: potentially lossless consolidation of all activities
⇒ scale-invariant, easy drill-down to the smallest, elementary details
⇒ ...