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# Business Process Management - Qualitative



# Knowledge objectives

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1. Recognize the importance of qualitative analysis



# Understanding Objectives

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1. Draw the causal factors of an issue in a fishbone diagram
2. Draw the why-why diagram of an issue
3. Write the issue register of a given case
4. Perform a Pareto analysis
5. Draw a PICK chart



# Application Objectives

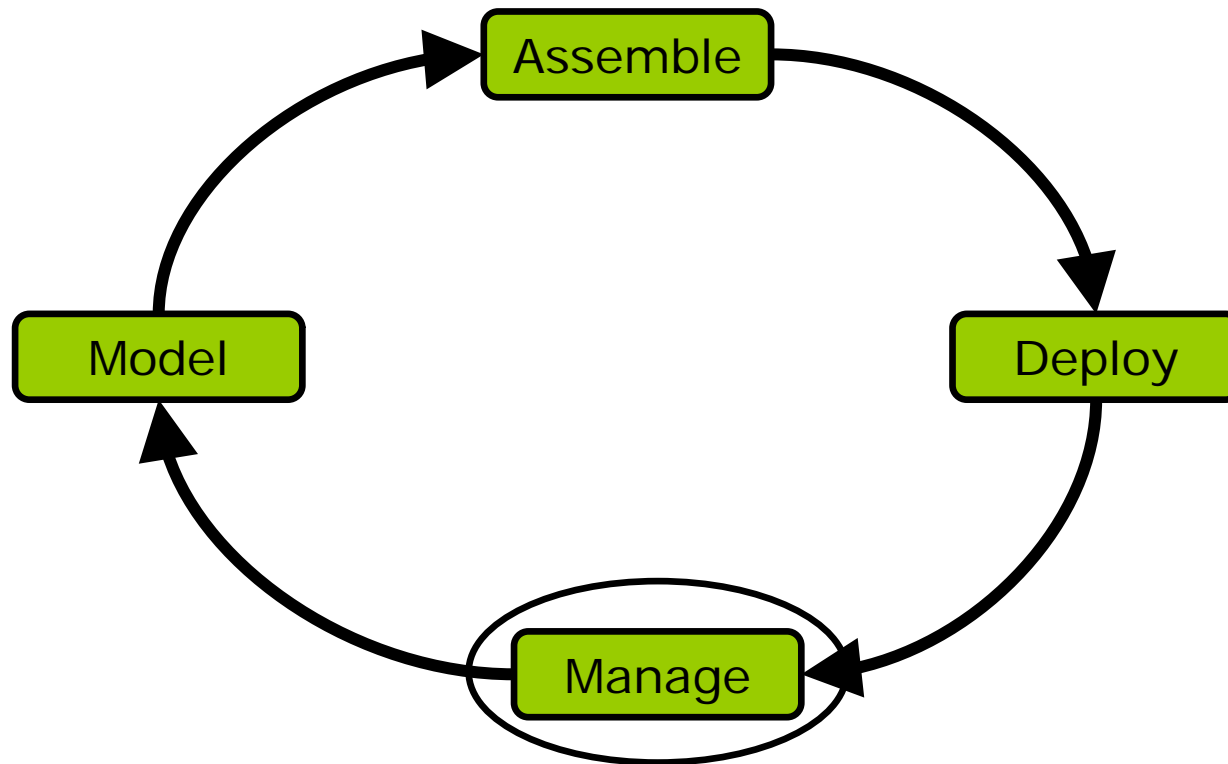
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1. Classify the value of some activities
2. Find the root cause of some issues



# Service Oriented Architecture lifecycle

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# Kinds of analysis

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## □ Qualitative

- Value-Added Analysis
- Root-Cause Analysis
- Pareto Analysis
- Issue Register

## □ Quantitative

- Quantitative Flow Analysis
- Queuing Theory
- Process Simulation



# Purposes of qualitative analysis

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- Identify and eliminate waste
  - Valued-added analysis
- Identify, understand and prioritize issues
  - Root-cause analysis (e.g. cause-effect diagrams)
  - Issue register
  - Pareto analysis



# Activity

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- *Objective: Understand the three tools for qualitative service analysis*
- *Tasks:*
  1. (10') *Read separately the corresponding document*
  2. (10') *Meet the group of experts to clarify doubts*
  3. (15') *Share knowledge with the matrix group*
  4. (45') *Analyze the case*
  5. *Hand in the analysis*
  6. (15') *Class sharing*
- *Roles for the team-mates during task 3:*
  - a) *Explains his/her material*
  - b) *Asks for clarification of blur concepts*
  - c) *Mediates and **controls time***





# Summary

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- Value-Added analysis
  - Value classification
  - Waste elimination
- Root cause analysis
  - Cause-effect (fishbone) diagrams
  - Why-why diagrams
- Documentation
  - Issue register
- Impact assessment
  - Pareto analysis
  - PICK charts



# Bibliography

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- M. Dumas et al. *Fundamentals of business process management*. Springer, 2013

