



## PICTURE Newsletter

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## RUNNING OF THE PICTURE PROJECT

Availability of first results and visibility at European events

The PICTURE Consortium, consisting of seven research and technology as well as five user partners, made available first results and reached good visibility in a couple of events on European level. The vision of PICTURE is to enable high quality service delivery to European citizens and businesses by strengthening ICT diffusion in European Public Administrations. Therefore, PICTURE will develop a web based instrument to support ICT investment strategy development in Public Administrations. The PICTURE tool consists of two core modules:

- the Process Landscaping Module will be used by process owners and executors to capture the administrative processes of a Public Administration;
- the ICT Impact Measurement Module will identify and measure the ICT impact on administrative processes of a Public Administration in a qualitative, quantitative and monetary dimension.

The PICTURE Consortium has finalized the definition of a set of 37 process building blocks. These will be used by end users in Public Administrations to capture the process landscape. The building blocks have been evaluated with Public Administrations inside and outside the Consortium. The current definition is available from the PICTURE website at [http://www.picture-eu.org/deliverables/deliverables\\_wp1.shtml](http://www.picture-eu.org/deliverables/deliverables_wp1.shtml).

At the PICTURE website you can also find some further deliverables with results from the project.

The PICTURE project and its result have been presented at different events throughout Europe. First a dedicated PICTURE workshop was organized in March 2007 in five locations in the partner countries. The locations were connected via videoconference for a common part in which the project was presented. Then each location discussed PICTURE specific topics in their local break-out session. Results will be published on the PICTURE website.

Scientific presentations in the PICTURE context have been given at the IRIS conference in Salzburg (Austria), the ProWMM in Potsdam (Germany), the Eastern European EGOV-Conference in Prague (Czechoslovakia) and the TCGOV-Conference in Posen (Poland). PICTURE has also been presented as part of exhibitions at the KomCom North in Hannover (Germany) and at the CeBIT 2007 also in Hannover.

Dedicated PICTURE sessions were held at the Eurocities conference 2007 (<http://www.eurocities.org>) in Barcelona, at the MEMO 2007 (<http://www.memo-tagung.de>) in Münster (Germany) and in form of a panel at the ECIS 2007 (<http://www.ecis2007.ch>) in St. Gallen (Switzerland).



## SIGNIFICANT STEPS AND RESEARCH PERSPECTIVES

### The PICTURE prototype

One of the main goals of the PICTURE project is to implement the theoretical and methodological results in a web instrument. This instrument will support public administrations in developing successful ICT investment strategies based on a consistent view of their process landscape.

After finalization of first major methodological results such as the specification of Process Building Blocks and ICT Functionality Groups the prototype development advances. The PICTURE consortium takes an iterative development approach to allow early testing of new

methodological results, e.g. for process landscaping or impact measurement, by the user partners. Additionally, the consortium uses the prototype to further evaluate the 37 process building blocks.

The prototype is internationalised, meaning that it will be available in the local languages of the consortium partners. This allows involving as many users as possible in the evaluation. Evaluation with an extended audience (e.g. public administrations that have already participated in the evaluation of Process Building Blocks and ICT functionality groups) will start in autumn.

## PICTURE NEWS AND EVENTS

### PICTURE Dissemination throughout Europe

The PICTURE project and its result have been presented at different events throughout Europe. The present article briefly reports on the PICTURE sessions at the Eurocities conference 2007 (<http://www.eurocities.org>) in Barcelona, at the MEMO 2007 (<http://www.memo-tagung.de>) in Münster (Germany) and at ECIS 2007 (<http://www.ecis2007.ch>) in St. Gallen (Switzerland). Detailed reports from these events will be available on the PICTURE website.

At the Eurocities conference the PICTURE session was one of six project workshops running in two parallel slots of 90 minutes each. The workshop was led by Lars Baacke from IWI-HSG and Ludger Helm from Filenet. After a short introduction Lars and Ludger presented the basic pillars of PICTURE: the modeling approach using Reference Process Building Blocks and the concept of ICT functionality groups. After that significant time was spent on the presentation and discussion of a use case to explain the PICTURE

approach and gather feedback and ideas from the audience.

The workshop was well attended even though it was scheduled on the last day of the conference. We had approximately 25 participants that engaged in a lively and interested discussion.

At the ECIS 2007 (European Conference on Information Systems) the PICTURE Consortium organized a panel to discuss the approach of PICTURE to process redesign from a research perspective and critically evaluate it against accepted methodologies. The PICTURE panel was held on June 8, 2007. It attracted 15 attendants besides the moderator and the panellists.

We invited four panellists, coming partly from the PICTURE Consortium and partly from the BPM community:

- Prof. Dr. Jörg Becker (ERCIS, University of Muenster, Germany)
- Prof. Dr. Hab. Marian Niedzwiedzinski (Business Informatics Department, University of Lodz, Poland)



- Dr. Peter Rohner (Institute of Information Management, University of St. Gallen, Switzerland)
- Prof. Dr. Michael Rosemann (Faculty of Information Technology and Co-Leader of the Business Process Management Group, Queensland University of Technology, Australia)

In the first part the panellists had the possibility to present a brief position statement with respect to the areas addressed or touched on by PICTURE. The second part of the panel was dedicated to discussions. In the first part three questions from the moderator were discussed. In the second part, a discussion with the audience started. The discussed topics touched on the role of ICT in process improvement, the role of external consultants during re-organisation projects, and the level of tool support for process re-organisation. Other topics were the success factors and drivers for process modelling and process re-organisation projects and the question how much information can be represented in one process model.

At MEMO 2007 (<http://www.memo2007.de>) the PICTURE Consortium organized a three hours Workshop on the first day of the congress. The Workshop was led

by Dr. Lars Algermissen from ERCIS and Florian Stroh from SAP.

The Workshop was divided in three steps: firstly, Lars and Florian presented the PICTURE project. After that, they focussed on the aspect of goal-oriented modelling in reorganisation projects. It is an important aspect of an efficient and successful modelling-project to define the goals of the project before starting the modelling activities. Starting from an initial catalogue of project goals a fruitful discussion of additional goals followed. After that the participants of the workshop prioritised the goals that had been discussed before. This helped the Consortium to get a feeling for important goals and information needs which have to be addressed by the PICTURE methodology.

This topic was discussed in depth in the last slot of the Workshop which can be summarised by the question "What are the information needs and requirements for usable modelling project results?"

Altogether 20 participants took part in the workshop and joined the very lively discussions.

## WORK IN PROGRESS: FOCUS ON WP4

### Process Landscaping Methodology

The PICTURE Process Landscaping Methodology will be developed within WP4. WP4 is divided in the three parts: requirements analysis for a Process Landscaping Methodology, design of the Methodology and evaluation of the Methodology. In the first step of part one – based on a literature review – five main requirements for the Landscaping Methodology are conducted:

*Simple representation of the process landscape.* In order to model the process landscape of a Public Administration in an efficient and fast way, a simple language with only a few language constructs is necessary. As the officials of a Public Administration are

no modelling experts, the language constructs have to be easy understandable. This can be addressed with a domain specific modelling language. A domain specific modelling language comprises constructs with well known semantics as the corresponding terms stem from the domain the language is built for.

*Creation of maintainable process models.* The continuous application of the captured process models saves the investment in process documentation in the long run. Up-to-date process models are important for a step-less analysis of the process landscape and a controlling of investment decisions based on the



process analyses. The maintenance of the models has to be achievable with minimal efforts. A Public Administration domain specific modelling language enables domain experts to apply the language on their own without the aid of a modelling expert.

*Creation of comparable process models.* With regard to WP3, the process landscape has to be modelled in a way and with a methodology which allows for extensive analyses on collected data. It is essential to identify similar or deviating structures in models to estimate the whole potential for ICT investments and to find all processes which can be supported by ICT. So the modelling language itself should ensure that the same issue in two different cases and considered from two different persons is modelled the same way

*Creation of analysable process models.* Comparable models are a necessary condition for a detailed analysis. It is necessary to know what reorganisation measures do affect the entire process landscape and to what extend. Therefore, a connection must be made between common process patterns (WP1 and WP4) and reorganisation measures (WP2 and WP3).

*Efficient modelling.* To capture the entire process landscape of a Public Administration a large modelling team is required. Additionally, the inclusion of many domain experts is necessary. However, as Public Administrations are mainly financed by taxes they generally only have scarce resources. Therefore, a modelling project must take up as little as possible of the time of the staff.

The Landscaping Methodology is designed in part two of WP4.

The first considerations for parts of the Methodology are completed and here is a brief summary of the results.

The PICTURE modelling language consists of two sub-models: a process model and an organisational model. The process model depicts the process organisation of the Public Administration. It is the core model of the PICTURE model and is based on the Process Building Blocks from WP1. The organisational model represents the organisational structure of the Public Administration. It is connected to the process model to describe who performs specific tasks. The organisational model depicts the organisational structure of a Public Administration. Thereby it is possible to capture who carries out a process or part of a process and who is responsible for a process. The modelling process in PICTURE is organisationally distributed and domain-expert centred. Domain experts will model their centre of knowledge. The centre of knowledge of a specific domain expert however will not necessarily include the whole process landscape or even the whole processes if it is distributed over different organisational units. Therefore the PICTURE Process Landscaping Methodology must support the domain specialists in modelling their part of a specific process without having to know the overall "Big Picture". On the Process Landscaping Modelling Language level this is supported by the concept of sub-processes, which encapsulate the part of the process performed within an organisational unit by one official, and by the concept of Links which connect (sub-) processes.

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#### **PICTURE – An Instrument to Provide Successful ICT Investment Strategies for European Public Administrations.**

PICTURE project started on the 1st February 2006, it will end on 31st January 2009 and has been co-financed by 6th Framework Programme of European Commission

The PICTURE Newsletter is a free quarterly issue, published by the PICTURE Consortium to promote PICTURE methodology and instruments, and disseminating information on achieved goals and results.

More information about the project, and a digital version of this newsletter, can be found on the official Website: [www.picture-eu.org](http://www.picture-eu.org)

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