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MARTYN OULD is an independent consultant providing consultancy and training in the definition, design, and diagnosis of organisational and business processes.

He has thirty-five years' experience working with business processes and software development processes for major organisations, from the Board to the shop-floor. In that time he has developed simple but powerful approaches to thinking about both, approaches that he uses on assignments for clients, describes in his published books, and teaches in his courses.



His services use clear thinking, experience, and soundly based analysis. He aims to deliver insight and clarity, not checklists or thick reports. He has a sound reputation as a teacher in industry and academe, and aims to present a challenging course with enthusiasm and humour. He is a Chartered Engineer and a Fellow of the British Computer Society.

Martyn read mathematics at Cambridge University for an MA and entered the software industry directly in 1970. His early career was spent with Logica, principally as a software developer, designer, and project manager working on real-time systems. In his last two years there he co-founded a global software engineering initiative and co-authored his first book *A Practical Handbook for Software Development* (Cambridge University Press, 1985 and 1988). His second book, *Testing in Software Development* (Cambridge University Press, 1986 and 1988) resulted from work done by the BCS Testing Working Group.

In 1985 he joined software house Praxis where he became Quality and Technical Director. His work in this role led to a systematic planning technique – *Strada* – for software engineering projects, founded on the management of risk and quality. It is described in his fifth book *Managing Software Quality & Business Risk* published in 1999. Until the sale of Praxis Critical Systems he was Praxis Safety Authority. At Praxis he consulted for clients on the software engineering process, specialising in project audits and rescues, reviews of software development methods, and risk management. Following the merger with the Deloitte & Touche Con-

sulting Group, he was a Senior Manager within the global firm. He became an independent consultant in June 1998.

Arising out of a research contract in 1986, he led the development of a technique for modelling business processes as part of the implementation of workflow and document management systems. His fourth book *Business Processes* (John Wiley, 1995) described the technique in its earlier form. Building on ten years' further experience he extended that work to form the full spectrum method *Riva* for the definition, design, and diagnosis of business processes. *Riva* is the subject of his book *Business Process Management – A Rigorous Approach* (BCS, 2005). He currently consults in business process management for clients, in particular working with them to acquire the mental tools and disciplines of *Riva* to build a deep understanding of their processes within their own business process management endeavour. His business process management clients have included Pfizer, GSK, ESB, MoD, and Barnet and Chorley local councils. He has worked with customer-facing processes, as well as those of back-office, administrative, and research groups. His work has included

- the preparation of process architectures for departments and entire organisations,
- the design of new processes for new groups,
- the re-design of faulty processes and restructuring of organisational responsibilities to align with new processes,
- the adaptation of existing processes to accommodate new technology,
- training in *Riva*,
- and workshop facilitation to process elicit issues.

Up to July 2008 he taught graduate courses in software development management at Oxford University where he was an Honorary Academic Associate, and for many years taught an undergraduate course at Bristol University. As well as his six textbooks, he has contributed articles, reviews and papers to journals and the press; he has lectured to public, government, university, and corporate audiences; he has acted as a referee for national research programmes, conferences, and journals.

He is a Fellow of the British Computer Society, a Chartered Engineer, and a Chartered IT Professional.