

Business Processes Modelling

MPB (6 cfu, 295AA)

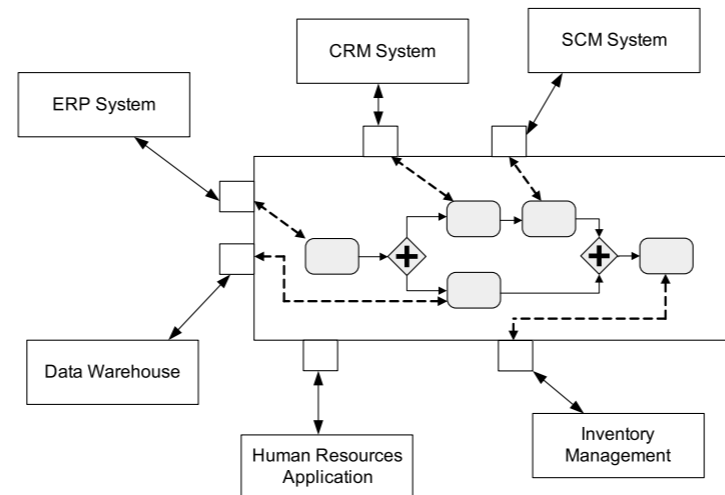
Roberto Bruni

<http://www.di.unipi.it/~bruni>

03 - Evolution



Object



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Overview of the evolution of (Information Systems inside) Enterprise Systems Architectures

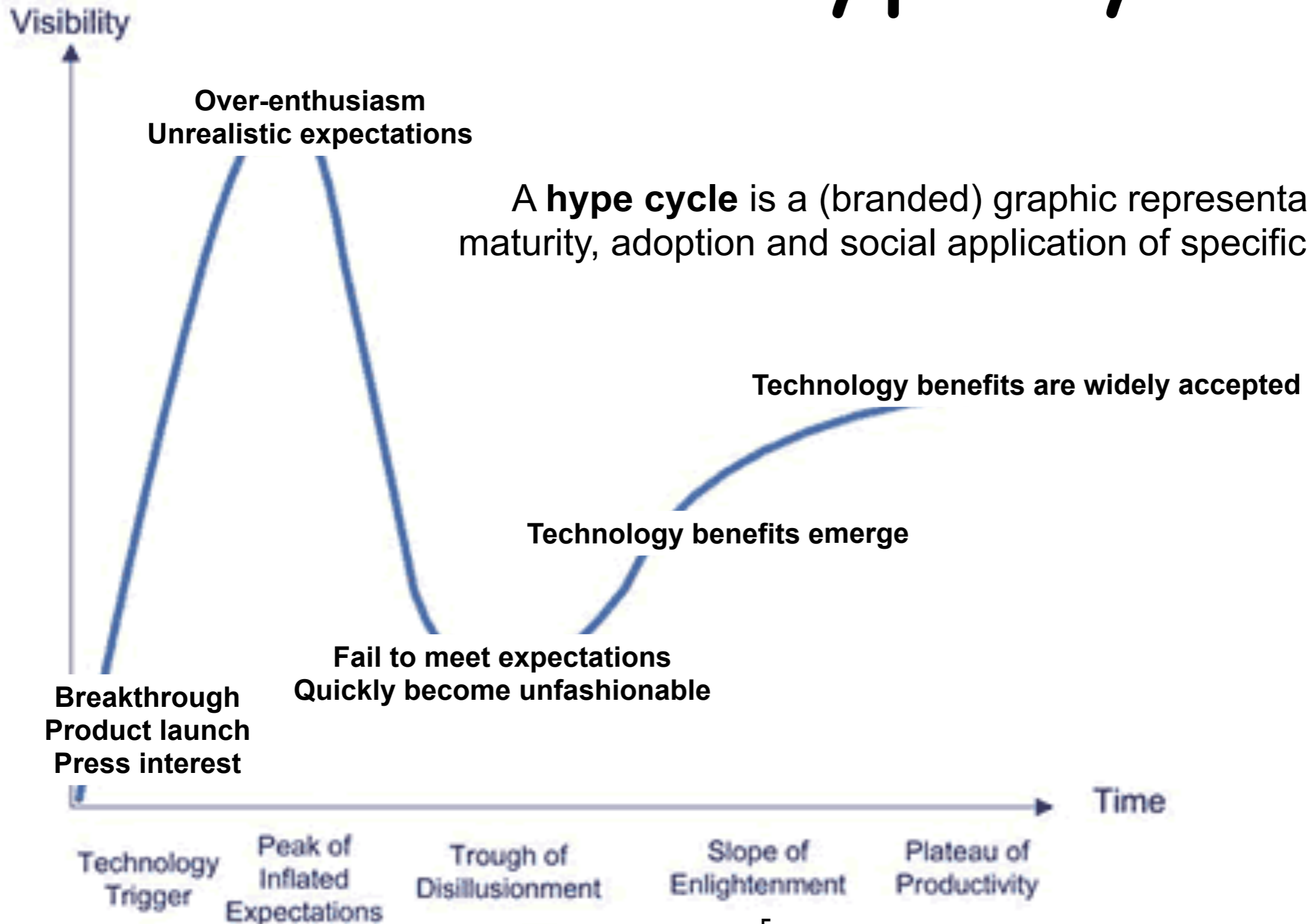
Guiding principles

Modularity and information hiding
(encapsulation, interfaces, reuse, maintainability,
response to change)

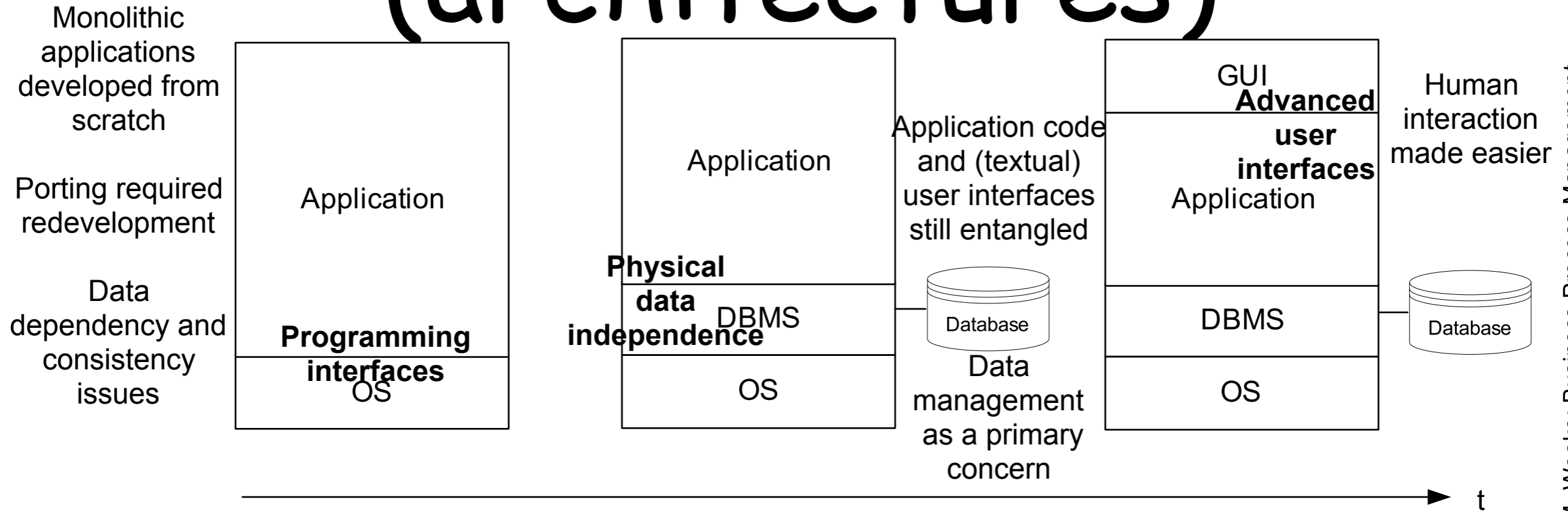
Software Architecture

Definition: A **software architecture** defines a structure that organizes the software elements and the resources of a software system.

Gartner's hype cycle



Early systems (architectures)



Enterprise Applications

OS + DBMS + GUI + Networking capabilities =
more and more elaborate information systems
could be engineered

Typically hosting enterprise applications
(customers, personnel, products, resources)

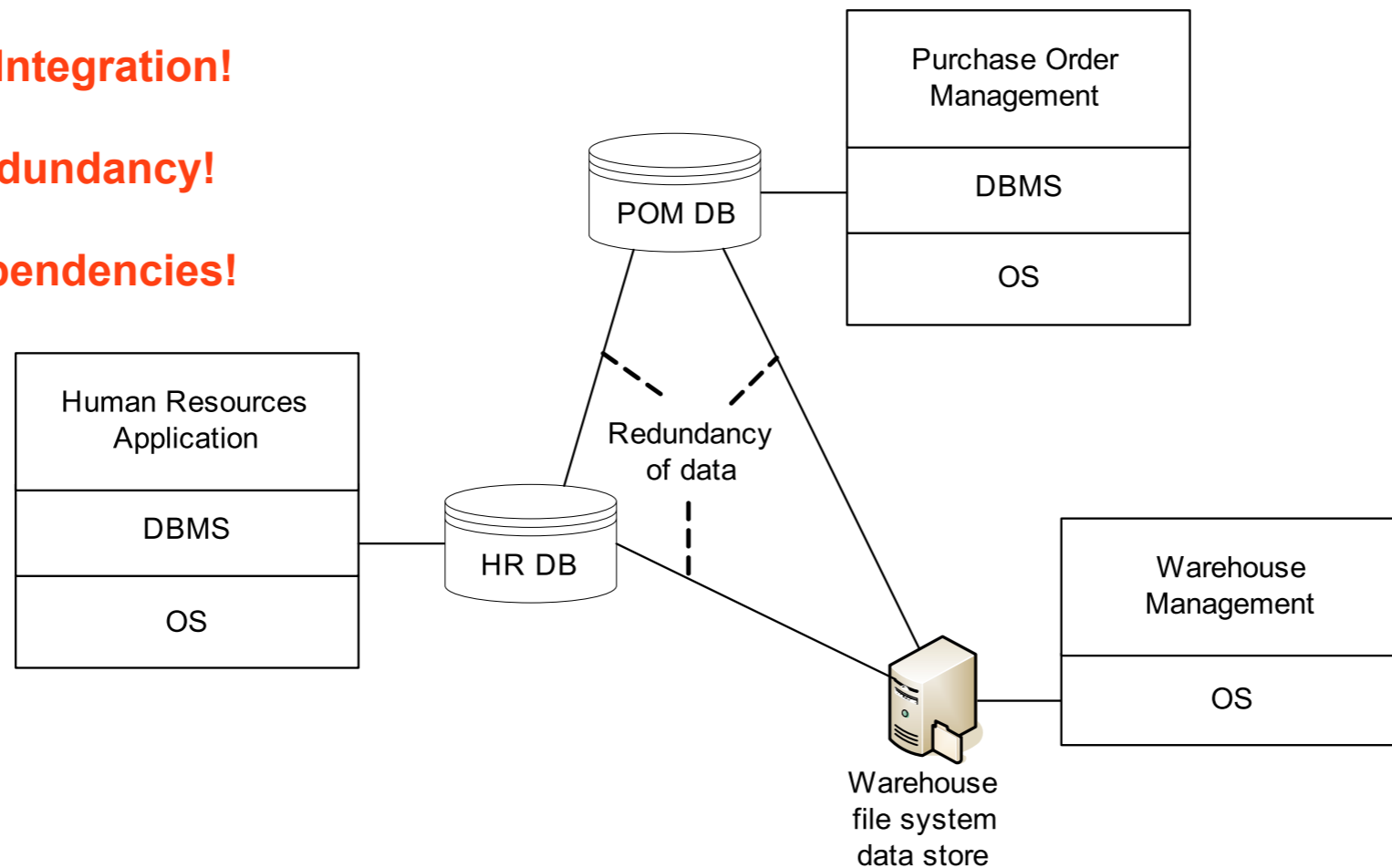
Next steps:
from individual to multiple information systems
(needs integration)

Individual enterprise application

Lack of Integration!

Data redundancy!

Data dependencies!



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Changes

Changes were hard to implement!

Hard to track data dependency and replication

Any modification of an application was a complex and error-prone activity, with domino effect (e.g. change of customer address format)

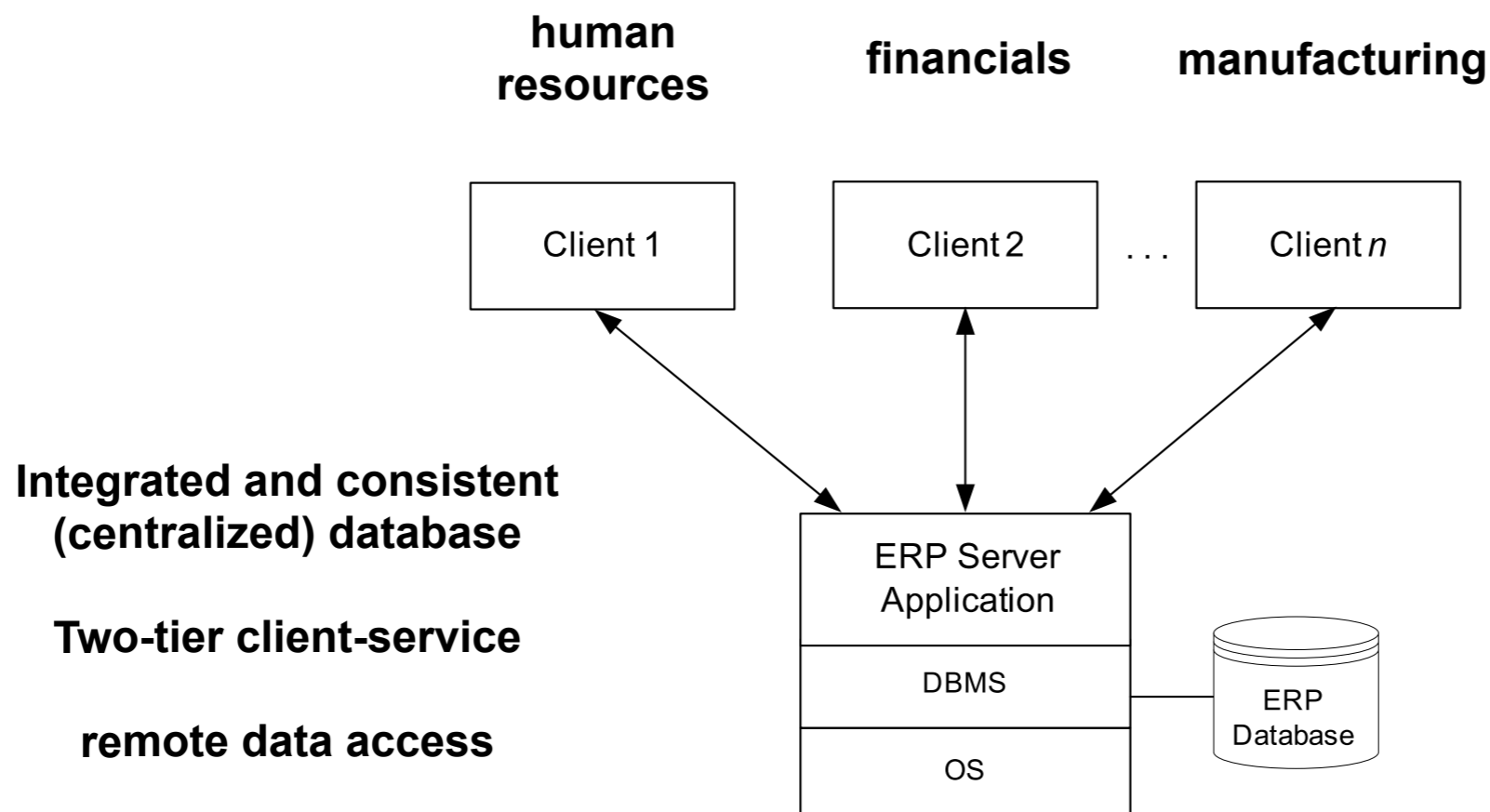
ERP

Enterprise Resource Planning (ERP) systems were developed to deal with the increasing complexity of changes

Basic idea

integrated database that spans most applications,
separated modules provide desired functionalities,
accessed by client applications

Enterprise resource planning systems



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ERP

CRM and SCM

New types of sw entered the market around 2000

Customer Relationship Management (CRM) systems
Supply Chain Management (SCM) systems

Goal

to support the planning, operation, and control of supply chains, including inventory management, warehouse management, management of suppliers and distributors, and demand planning

Problem: different vendors, separately developed

Siloed enterprise applications

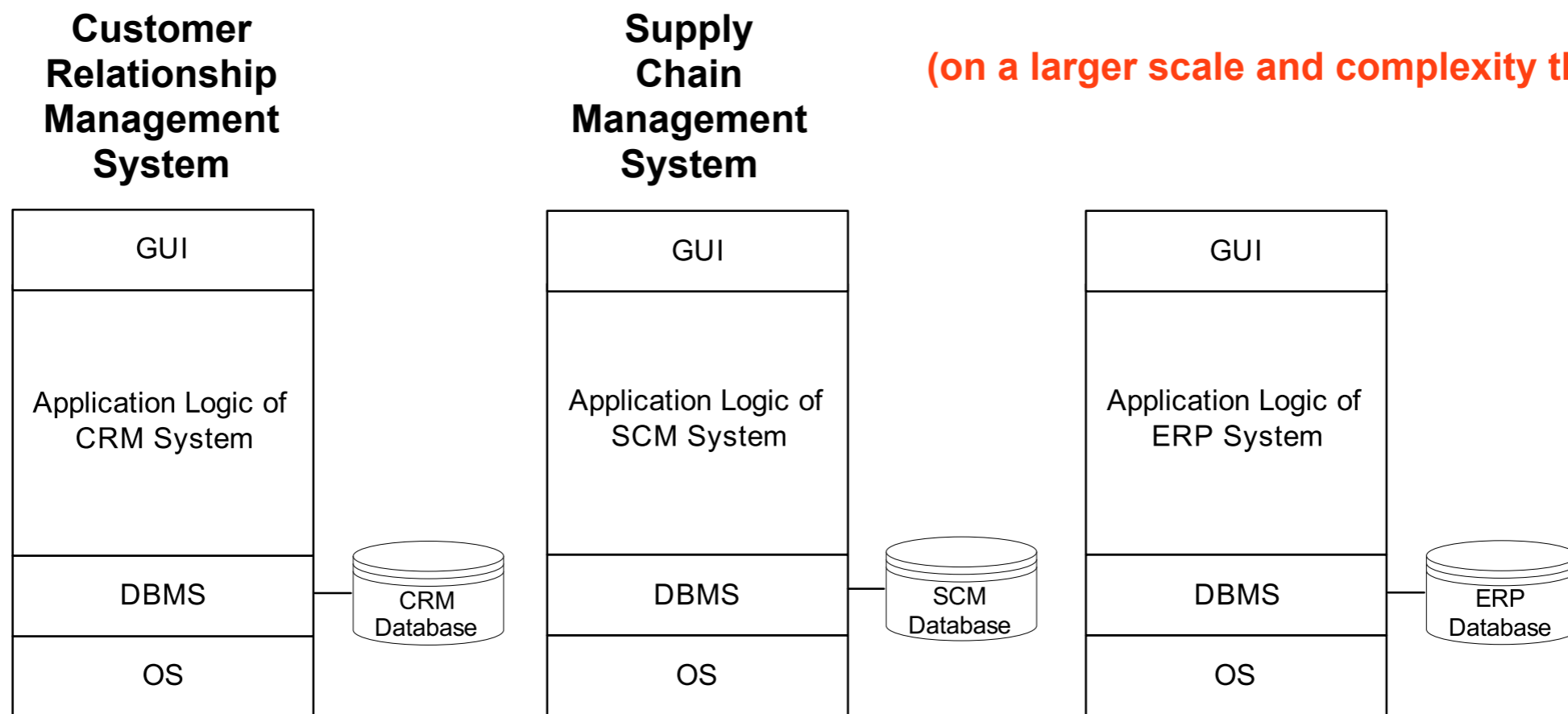
Lack of Integration!

Data Integration would provide valuable information

Data redundancy!

Data dependencies!

(on a larger scale and complexity than before)



Connected on local network, but not logically integrated

A sample scenario

Customer calls

Call centre personnel can only access the information stored in one system

Call centre personnel is not aware of the full status of the customer

Customer (doesn't care about siloed structure) does not feel well served, becomes upset, expects a better service

Heterogeneity

Heterogeneity of data and their attributes
(syntax and semantics difficulties)
calls for Data Integration

Examples

corresponding data fields with different names
(e.g., CustAddr vs CAsstreet),

fields with the same name but different meaning
(e.g. Price: with or without taxes? unitary?)

Integration

Manual integration is possible, but:

it consumes considerable resources

it is error-prone

cannot foresee all applications in advance
(reimplementing functionalities in an integrated way
would just postpone the problem)

Solution

Enterprise Application Integration systems
as a new middleware

Enterprise Application Integration

Definition: **Enterprise Application Integration (EAI)** is defined as the use of software and computer systems architectural principles to integrate a set of enterprise computer applications.

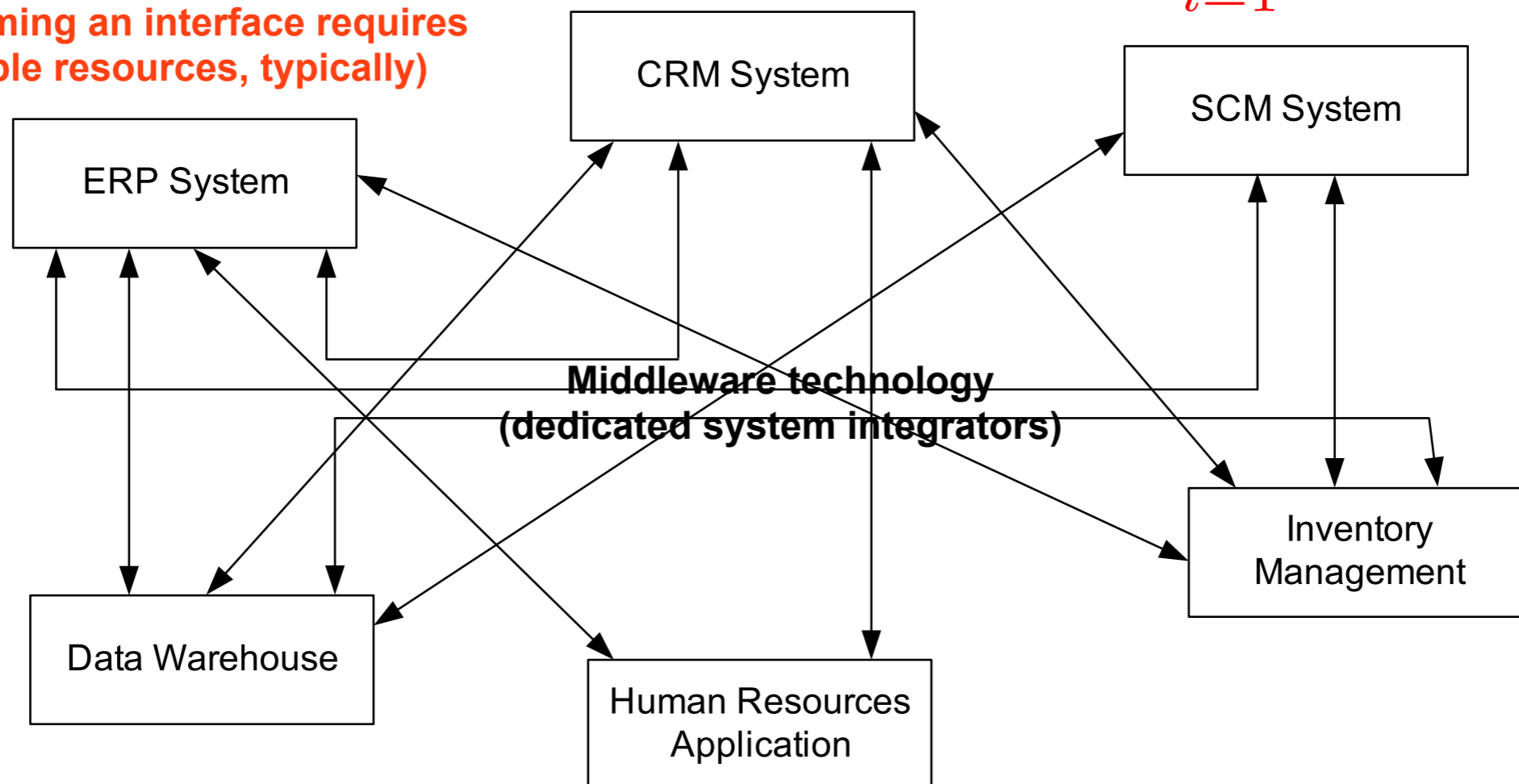
Point-to-point integration (of silos)

N x N hard-wiring problem!

Too many interfaces to develop!

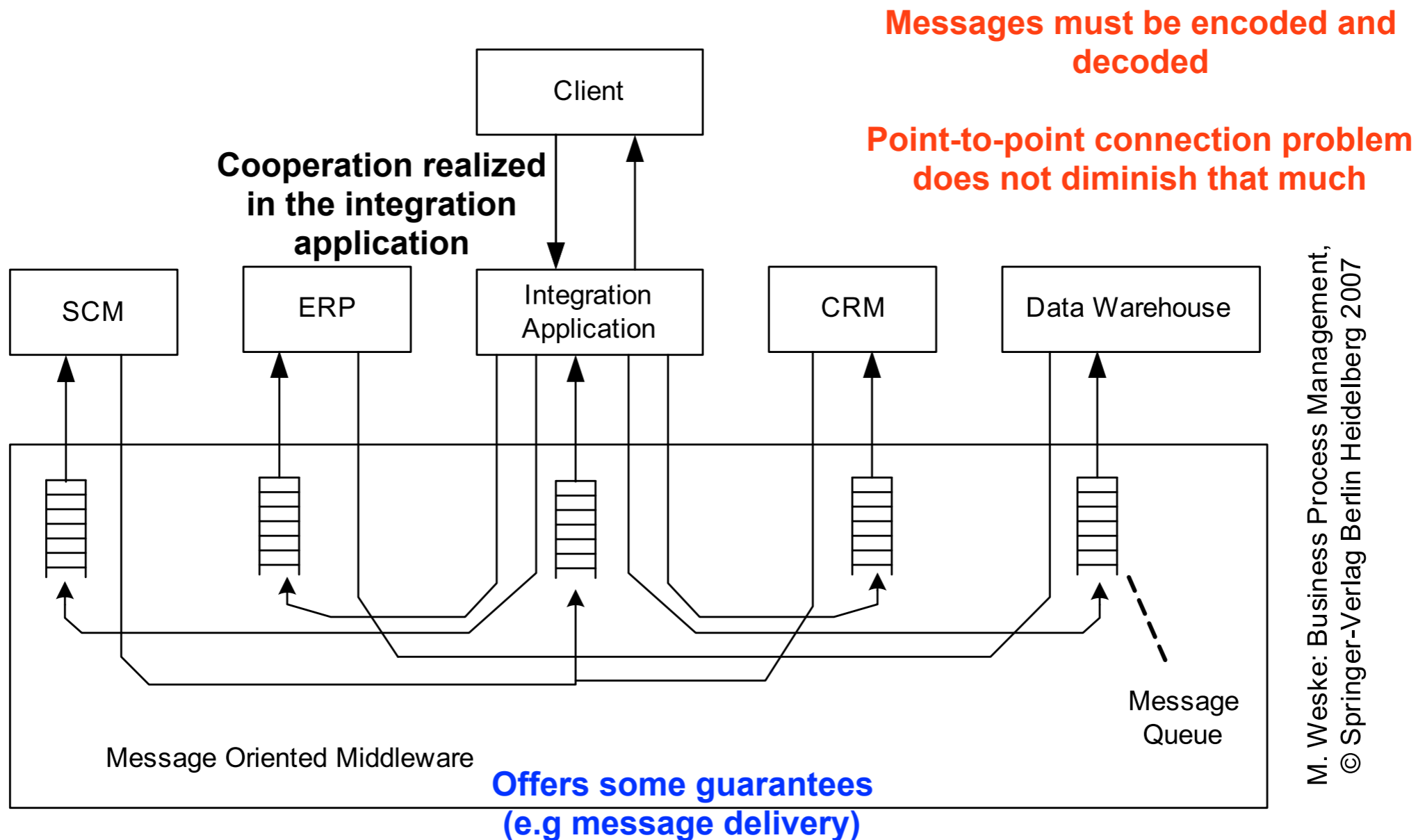
**Does not respond well to changes!
(Reprogramming an interface requires considerable resources, typically)**

$$\sum_{i=1}^{N-1} i = \frac{N(N-1)}{2}$$



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Message-oriented middleware



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Response to Change

Message-oriented middleware
reduces in part integration efforts and
gives important run-time guarantees

Still cooperation is hardwired in a particular
application (the Integration Application)

No explicit process model that can be
documented, communicated, and changed when
necessary

In the end, response to change is not improved

Hub-and-Spoke

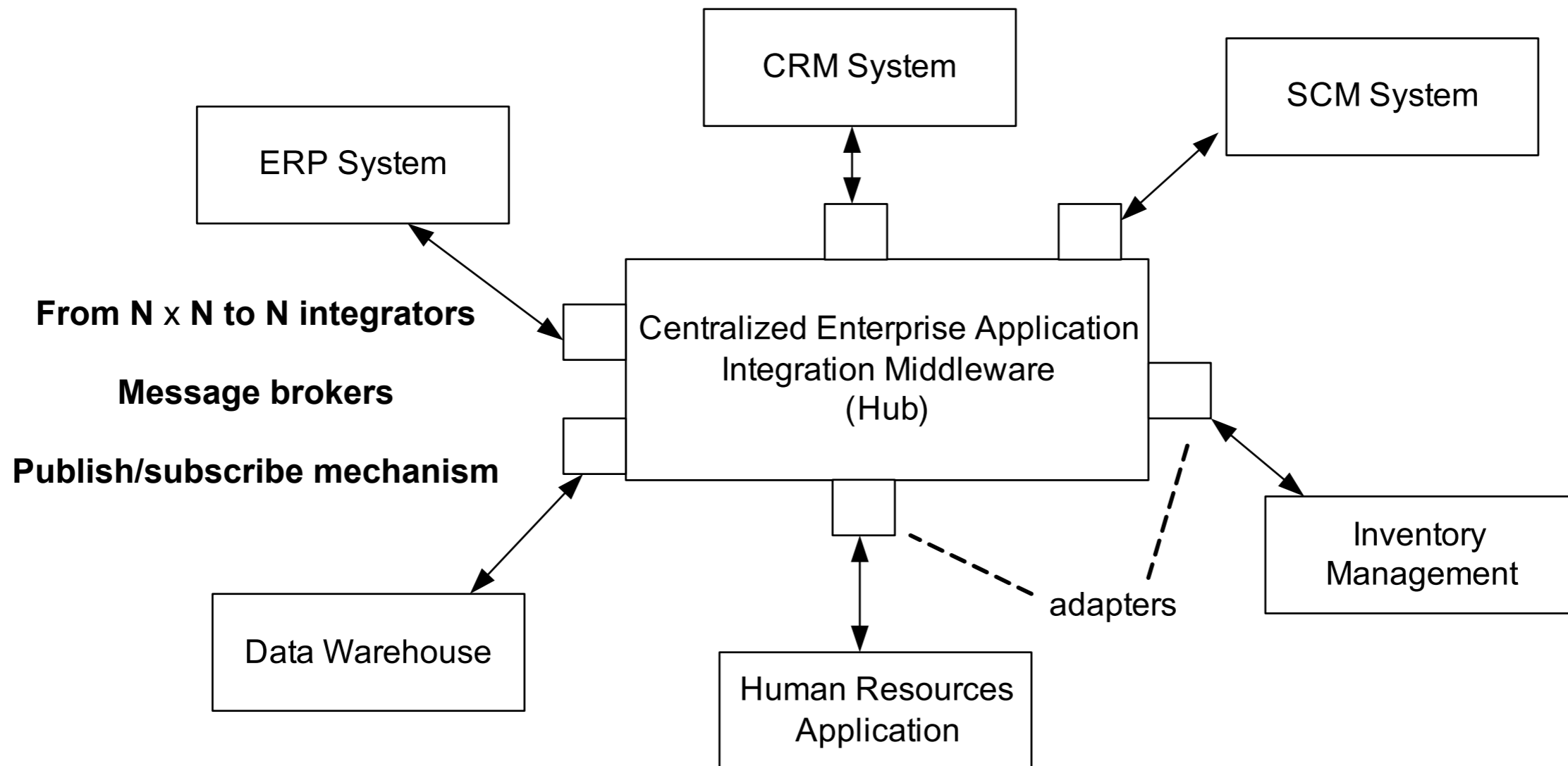
The **Hub-and-Spoke** paradigm is based on a central hub and a number of spokes attached to it

The Application Integration middleware represents the hub, and the applications to be integrated represents the spokes

Interactions between any two applications must pass through the hub

Hub-and-spoke integration

Configuration and management of
adapters and message brokers can
become cumbersome



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EAI implementation pitfalls

70% of all EAI projects fail (2003).

Most of these failures are not due to technical difficulties, but due to management issues:

Constant change

Shortage of EAI experts

Competing standards

Loss of detail: Information unimportant at an earlier stage may become crucial later

Data protectionism

From (data-models and)
data-integration

To (process-models and)
process-integration

Value Chains and Process Orientation

Two major factors fuelled business process
management

Value chains

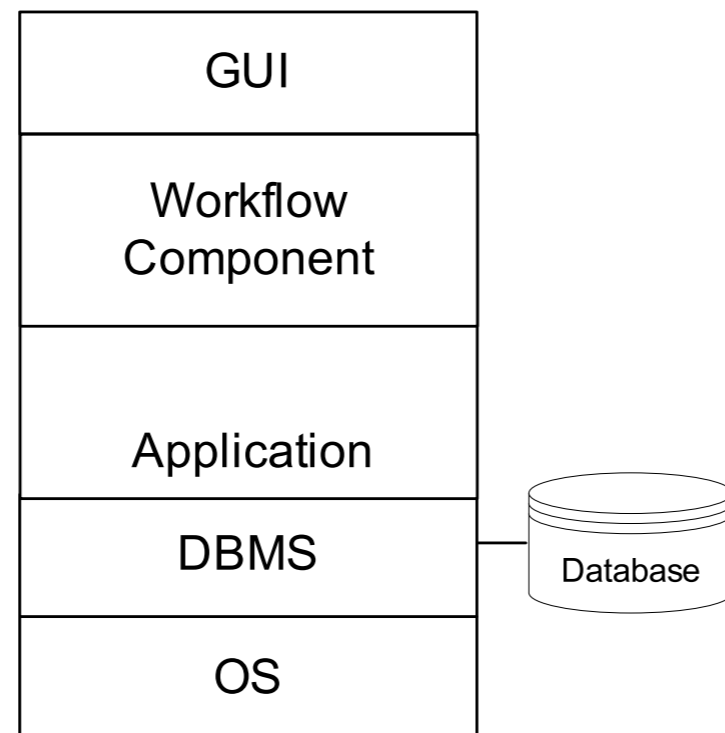
as a means to functionally break down the
activities a company performs

Process orientation

as the way to organize the activities of enterprises

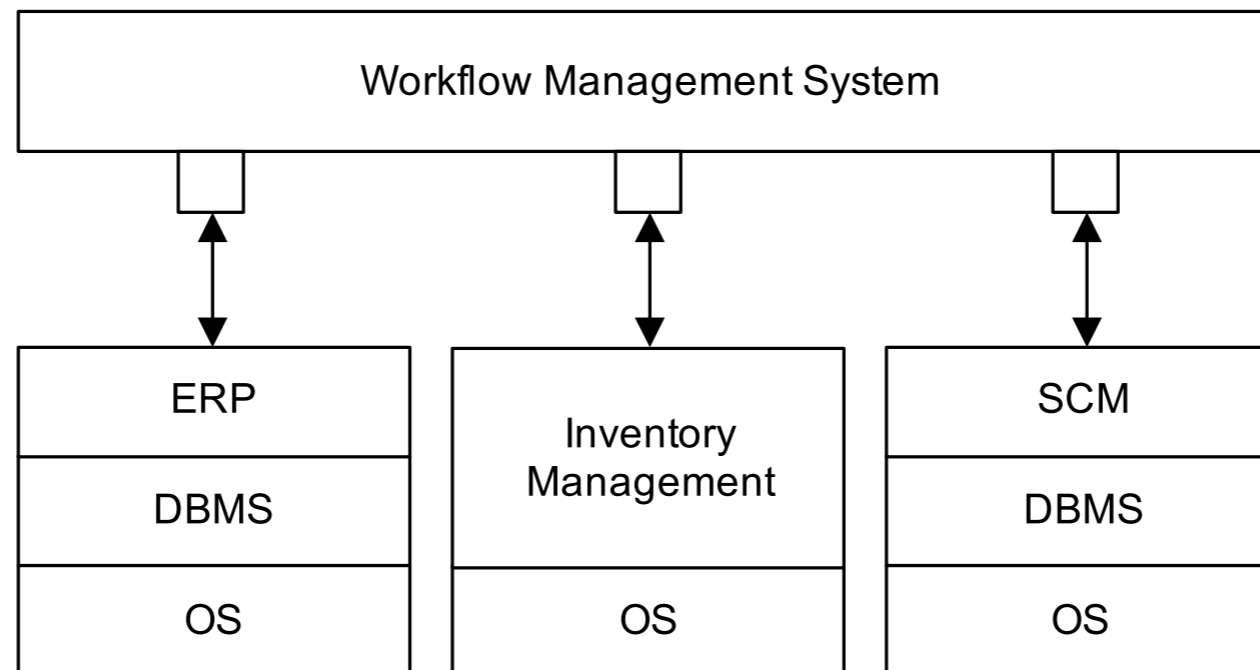
Workflow component

Definition: a **single-application workflow** consists of activities and their causal and temporal ordering that are realized by one common application system.



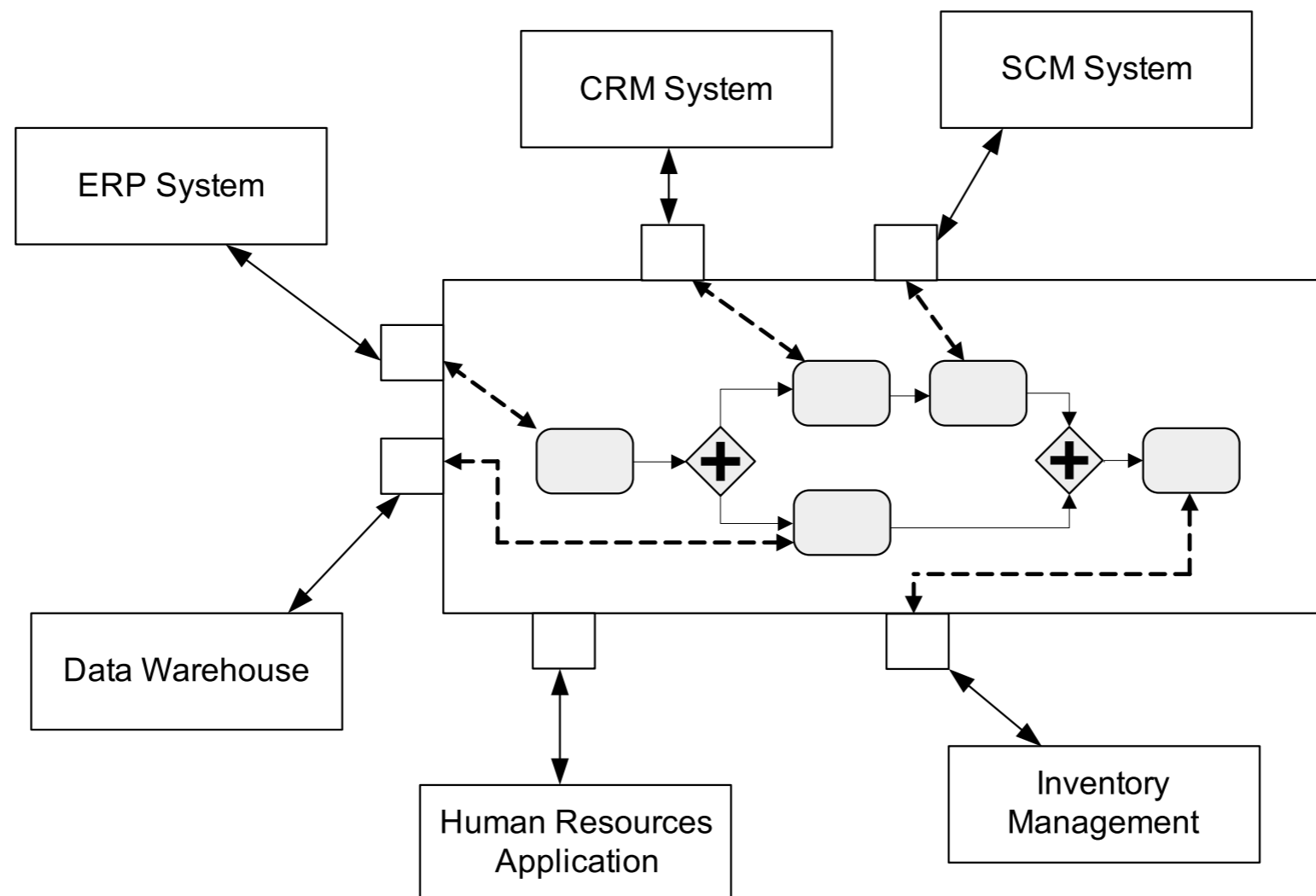
Multiple-application workflow system

Definition: a **multiple-application workflow** contains activities that are realized by multiple application systems, providing an integration of these systems.



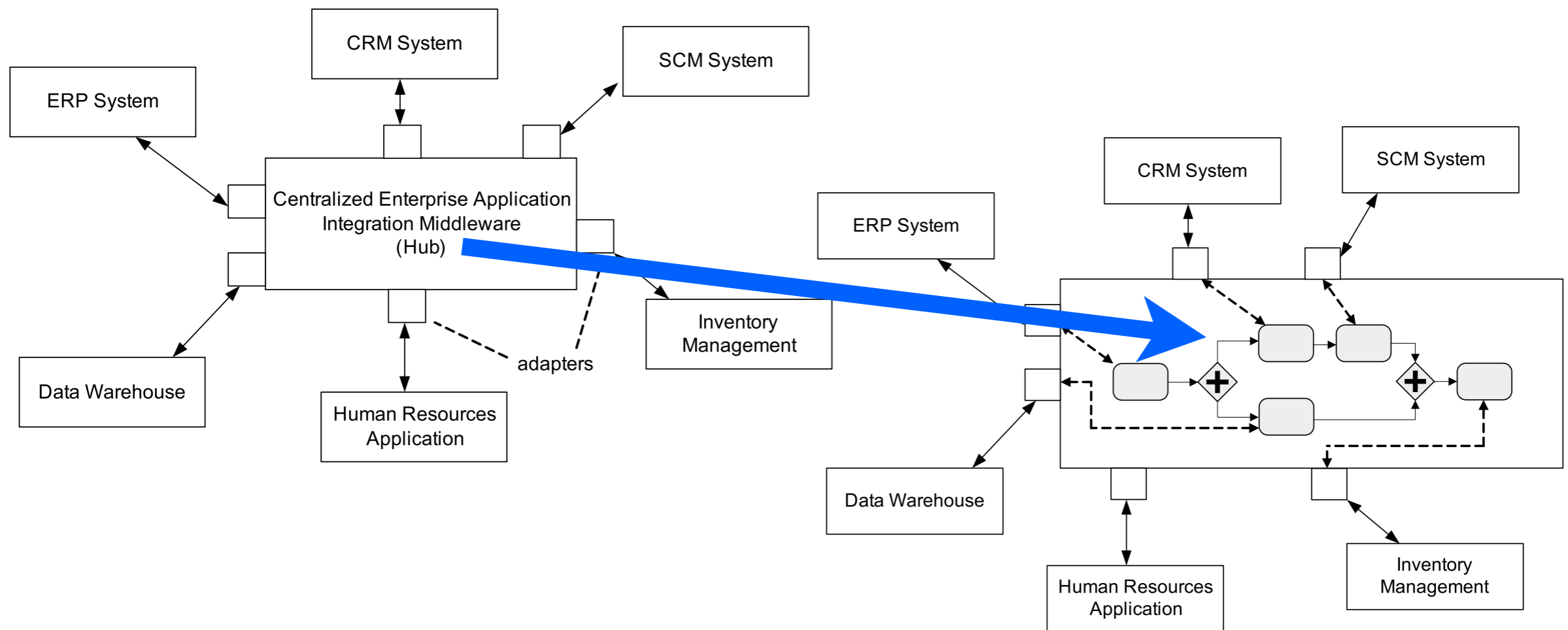
System workflow

Definition: a **system workflow** consists of activities that are implemented by software systems without any user involvement.



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Workflows fit well with hub-and-spokes EAI



Limitations in workflow management

Technical integration problems:

Scarcely documented applications

Different levels of granularity

Tight coupling of applications
(direct invocation)

Enterprise service computing

Main idea:

Business functionalities exposed as services

Services are equipped with usage information

Customers can find services and use them

Services

Definition: **Services** are loosely-coupled computing tasks that can be dynamically **discovered** and **invoked** over the network.

Each service comes with a **service description** that can be published in **service registries** by the **service provider**.

Service registries can be **queried** by **service requestors**.

Service descriptions provide a level of detail that facilitates service requestors to **bind** and **invoke** them.

Service-oriented architectures

Definition: **Service-oriented architectures (SOA)** are software architectures that provide an environment for describing and finding software services, and for binding to services.

Service-oriented architectures

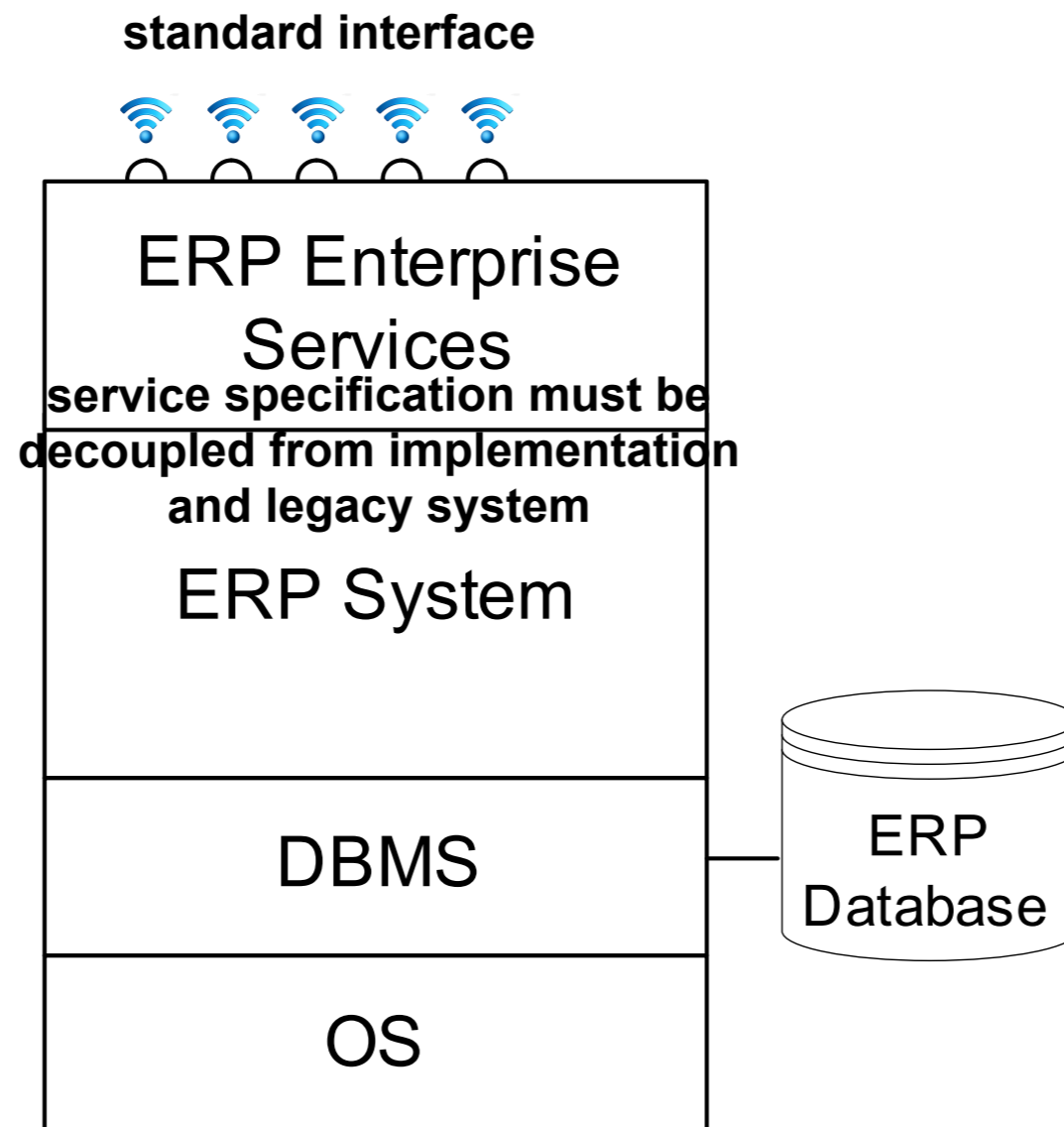
Service Requestor

Service Provider

Service Registry



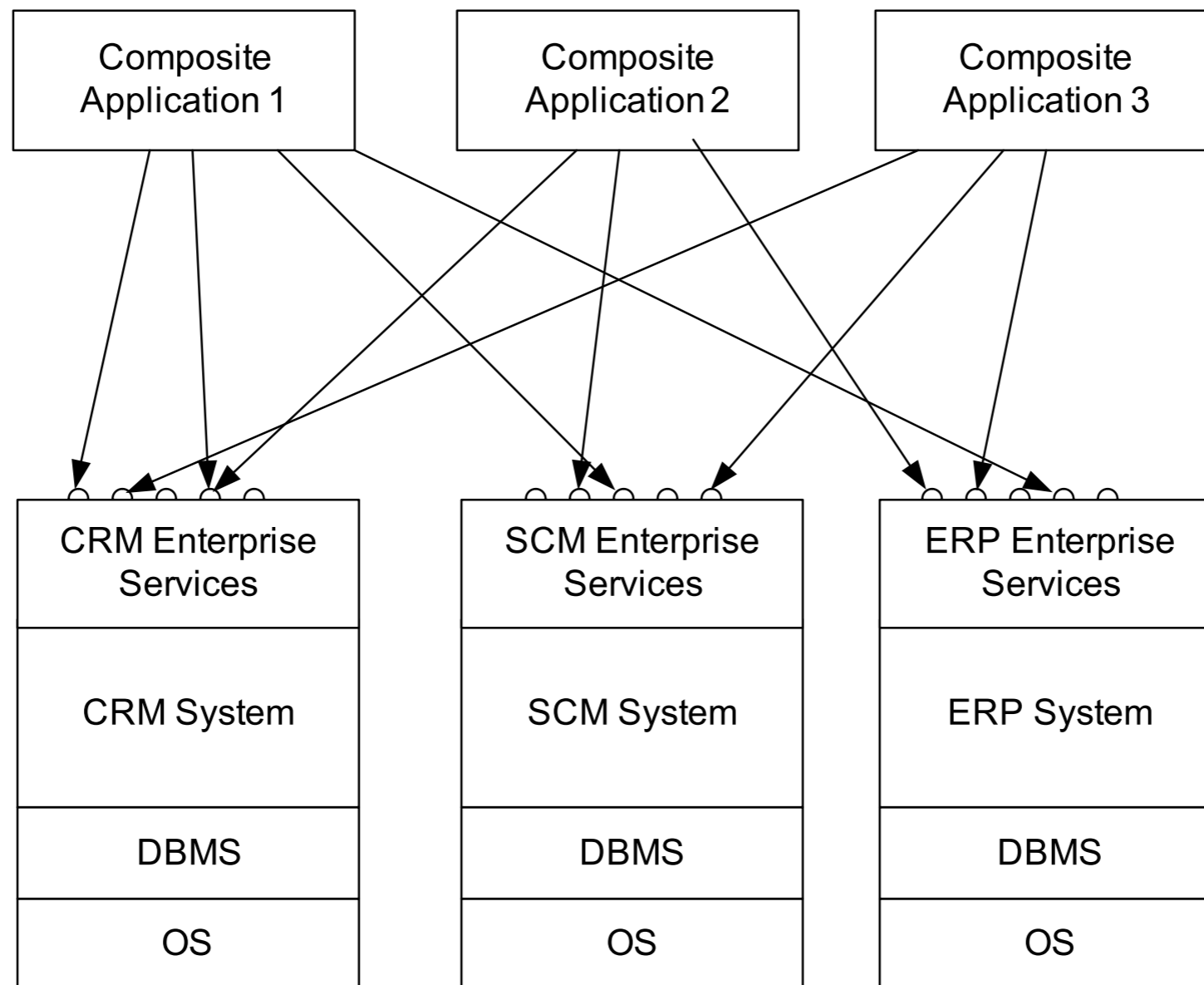
Service enabled application system



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Composite service based application

Intra-company
well-expressed as
business processes



Local registry
Manual search
(absence of dynamic
matchmaking)

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Advantages of SOA

Reuse of functionality at coarse level of granularity

New applications can be built with less effort

Existing applications can be efficiently adapted to changing requirements

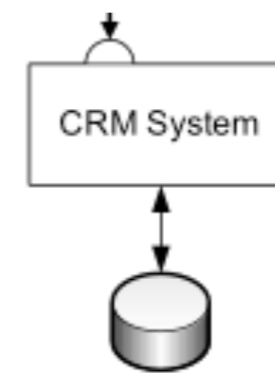
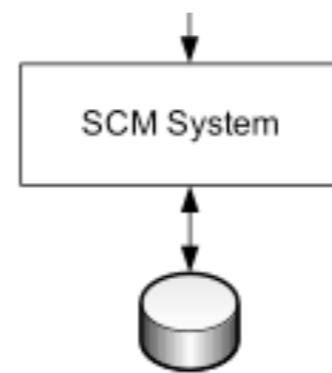
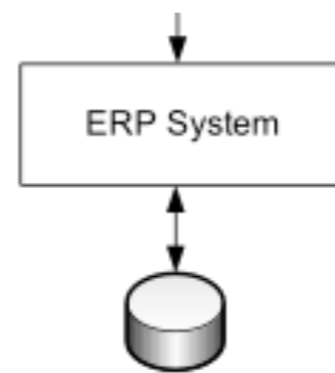
Reduced maintenance and development costs

Products as services

Corporations are increasingly perceived by the set of services they provide

These services exposed to the market can be realized by enterprise services (provided by the back-end application system)

Also services provided by third parties can be integrated so that better end used services can be provided to the customer



Enterprise Applications

Data