Business Processes Modelling MPB (6 cfu, 295AA)



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07 - Business process modelling notation



We overview the BPMN notation

Ch.4.7, 5.7 of Business Process Management: Concepts, Languages, Architectures Ch.3, 4 of Fundamental of Business Process Management. M. Dumas et al.

BPMN Main goal:

to define a **graphical notation** that is **readily understandable**:

by **business analysts** (initial drafts of processes)

by technical developers (process implementation)

by **business people** (process management)

Before BPMN





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Standardisation

In the context of graphical models for business processes

the development of BMPN is an important step in:

reducing the fragmentation that existed with myriad of process modelling tools and notations

exploiting experiences with many divergent proposals to consolidate the best ideas

supporting the adoption of **inter-operable** business process management systems

Short history

2000 - Business Process Management Initiative (BPMI.org) (independent organization, studying open specifications for the management of e-Business processes)

2005 - BPMI and the Object Management Group[™] (OMG[™]) merge their activities on BPM forming the **Business Modeling & Integration Domain Task Force (BMI -DTF)**

2006 - **BPMN 1.0 approved** 2007 - BPMN 1.1 approved

2009 - BPMN 1.2 approved

2009 - BPMN 2.0 Beta 1 proposed 2010 - BPMN 2.0 Beta 2 proposed 2011 - BPMN 2.0 Final delivered



BPMN vs EPC



BPMN - Business Process Modeling Notation



BPMN 1.0 poster

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BPMN 2.0 vs 1.0

Updated (new markers): Events Activities Gateways Artefacts

Added:

Choreographies Full metamodel XML Serialization Diagram Interchange BPMN Execution Semantics (verbal)

BPMN 2.0 - Business Process Model and Notation

http://bpmb.de/poster



BPMN 2.0 - Business Process Model and Notation

http://bpmb.de/poster



BPMN 2.0 poster (in Italian)

BPMN 2.0 (2009/11) FAQ

What is **BPMN**?

BPMN is a graphical notation that depicts the steps (end to end flow) in a business process.

Specifically designed to coordinate the sequence of processes and **the messages that flow** between participants in a related set of activities.

BPMN 2.0 (2009/11) FAQ Why is BPMN important?

The world of business processes has changed dramatically over the past few years. Processes can be coordinated from behind, within and over organizations boundaries. A business process now spans multiple participants and coordination can be complex.

Until BPMN, there has not been a standard modelling technique developed that addresses these issues. BPMN provides users with a royalty free notation.

This will benefit users in a similar manner in which UML standardised the world of software engineering.

There will be training courses, books and a body of knowledge that users can access in order to better implement a business process.

BPMN 2.0 (2009/11) FAQ

Will there be a major rewrite?

Not for 2 or 3 years...

(good work! 13+ years and still no revision is planned)

Strengths of BPMN

Simplicity: A small set of basic symbols

Extensibility: many decorations available (new ones can be added in the future)

Graphical design: intuitive

Generality: orchestration + collaboration + choreography

Tool availability: .bpmn exchange format

Weaknesses of BPMN

over 100 graphical elements

verbose description (500 pages)

difficult to learn comprehensively: different readings of the same diagram are possible

different BPMN vendors implement the execution of BPMN diagrams in different ways (and for different subsets)

BPMN basics BPMN key features More on BPMN BPMN semantics

Swimlanes (pools, lanes)

Swimlanes

A swimlane is a mechanism to organise activities into separate visual categories to illustrate different capabilities or responsibilities

Present in many process modelling methodologies

BPMN supports two main swimlane objects:



Pools

A **pool** represents a participant (or role) in a process (represented as a rectangle with a name)



Lanes

A lane is a hierarchical sub-partition within a pool that is used to organise and categorise activities (inner rectangle that extends to the entire length of the pool



Collapsed pools

Internal process is not exposed (like a black-box)



Requirements



A Pool MUST contain 0 or 1 business process.

A Pool can contain 0 or more lanes.

Two pools can only be connected with message flows.

Example



Example



Example



Naming conventions

Process models:

a noun possibly preceded by an adjective

the label is often obtained by ``nominalizing" the verb that describe the main action in the process (e.g., claim handling, order fulfillment)

> Avoid long labels Articles are often omitted

Flow Objects (events, activities, gateways)

Flow objects

Rationale:

fix a small set of core elements so that modellers must learn a small number of shapes:

events



gateways



Flow objects Rationale:

fix a small set of core elements so that modellers must learn a small number of shapes:



use different border styles and internal markers to add many more information (this way the notation is **extensible**)

Flow objects: Events

Events

An event is something that "happens" during the course of a business process

An event is represented as a circle different borders define the **type** of the event



Naming conventions

Events:

the label should begin with a noun and end with a verb in past participle form to indicate something that just happened (e.g., Invoice emitted)

the noun can be preceded by an adjective (e.g., Urgent order sent)

Avoid long labels Articles are often omitted

Flow objects: Activities
Activities

An activity is some "unit of work" (job) to be done during the course of a business process

An activity is represented as a rounded box BPMN has two main types of activities atomic (**task**) or compound (**sub-process**)





Large process models are hard to parse: we improve readability by hiding certain parts within sub-processes

A **sub-process** is a self-contained, composite activity that can be broken into smaller units of work

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Large process models are hard to parse: we improve readability by hiding certain parts within sub-processes

A **sub-process** is a self-contained, composite activity that can be broken into smaller units of work

Collapsed	
Subprocess	
+	



implicit start / end

Naming conventions

Activities:

verb in the imperative form followed by a noun (e.g., Approve order)

the noun can be preceded by an adjective (e.g., Issue driver license)

the verb may be followed by a complement (e.g., Renew driver license via offline agencies)

Avoid long labels Articles are often omitted

Flow objects: Gateways

A gateway is represented as a diamond shape internal markers indicate the nature of behaviour control



Data-based Exclusive Gateway

When splitting, it routes the sequence flow to exactly one of the outgoing branches based on conditions. When merging, it awaits one incoming branch to complete before triggering the outgoing flow.



Parallel Gateway

When used to split the sequence flow, all outgoing branches are activated simultaneously. When merging parallel branches it waits for all incoming branches to complete before triggering the outgoing flow.

Connecting objects (sequence flow, message flow, association)

Connecting objects

The Flow objects are connected together in a diagram to create the basic skeletal structure of a business process

Three connecting objects can be used:

Sequence flow

connected objects must

reside in the same pool

(but they can be in

different lanes)

Message flow

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connected objects must reside in different pools

to be discussed later





connects flow objects with artefacts

to be discussed later

Sequence flow

A sequence flow is used to show the order in which activities are to be performed

the term "control flow" is generally avoided in BPMN

A sequence flow is represented by a solid line with a solid arrowhead

Requirements



each event: at most one incoming and at most one outgoing sequence flow

each activity: exactly one incoming and exactly one outgoing sequence flow

> each gateway: one-to-many, many-to-one, many-to-many

Multiple flows and implicit gateways

In principle each activity should have exactly: one incoming arc, one outgoing arc Be careful if this is not the case!



Multiple incoming flows are mutually exclusive

Multiple flows and implicit gateways

In principle each activity should have exactly: one incoming arc, one outgoing arc Be careful if this is not the case!



Multiple outgoing flows are activated in parallel (unless conditions are attached to them)



In your final projects

Please avoid





Artefacts: (data-objects, groups, text annotations)

Artefacts

BPMN is designed to allow modellers and modelling tools some flexibility in extending the basic notation

Any kind of artefacts can be added to a diagram as appropriate for the specific modelling domain

BPMN includes three pre-defined types of artefacts: data objects groups text annotation



to be discussed later

to be discussed later



Text Annotation Allows a Modeler to provide additional Information

Association

An association is used to associate data, text, and other artefacts with flow objects

An association is represented by a dotted line (with an optional line-arrowhead)

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used especially for text annotation

Text annotation

Any object can be associated with a text annotation to provide any additional information and documentation that can be needed

A text annotation is represented as a dotted-line call-out



Typical patterns

Sequence: order fulfilment



Exclusive decisions: invoice checking process



under which they are taken

Annotated sequence flow

Sequence Flow defines the execution order of activities.
Conditional Flow has a condition assigned that defines whether or not the flow is used.
Default Flow is the default branch to be chosen if all other conditions evaluate to

read as ``otherwise''

false.

Parallel activities: airport security check



Multiple start events: order fulfilment



Multiple start events are often considered as a convenient notation (they capture mutually exclusive triggers to start a process instance)

Multiple end events: order fulfilment



BPMN adopts **implicit termination** semantics: a case ends only when each ``token" reaches the end

Inclusive decisions: order distribution



Only XOR / AND gateways, but the diagram is convoluted! What if we had three or more warehouses? (does not scale)

Inclusive decisions:

order distribution



Only XOR / AND gateways, the diagram can ``scale", but is it correct? (also the case no-warehouse is now possible)

Inclusive decisions (one, many)



Inclusive Gateway

When splitting, one or more branches are activated based on branching conditions. When merging, it awaits all active incoming branches to complete.

Inclusive decisions: order distribution



Use OR-gateways only when strictly necessary

XOR + AND + OR: order fulfilment



Better if gateways are balanced

XOR + AND + OR: order fulfillment



Better if gateways are balanced

XOR + AND + OR: order fulfillment



Better if gateways are balanced

Resources as lanes: order fulfillment



Resources as lanes: order fulfillment



Placing items in lanes

events: must be placed in the proper lane

activities: must be placed in the proper lane

gateways:

(X)OR-splits: same lane as preceding decision activity AND-split: placement is irrelevant (any kind of) join: placement is irrelevant

data-objects: placement is irrelevant

Rework and repetition: ministerial correspondence



A repetition block starts with a XOR-join and ends with a decision gateway (XOR-split)
Identify sub-processes



Collapsed sub-processes



Draw the EPC diagram that corresponds to the BPMN diagram below



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Draw the BPMN diagram that corresponds to the EPC diagram below



BPMN basics BPMN key features More on BPMN BPMN semantics

Markers (events, activities, gateways)

Activity types and markers

Internal markers indicate: the activity nature (task type) and the way it is executed (activity marker)

Script Task some types						
$\langle \equiv \langle$	Script Task					
	Service Task					
	Business Rule Task					
Ĵ	Manual Task					
8	User Task					
	Receive Task					
\checkmark	Send Task					



Sending and receiving types



User vs manual types



An activity that requires direct interaction from a person through a user interface. It is performed by a human with the aid of a computer system or software. Aanual Task

An activity that is performed entirely by a person, without the direct assistance of a computer system.

Service vs script types

Service Task

An automated task where the process interacts with an external service or system. This could be a web service, an API, or any system that performs the task without human intervention.



Script Task

An automated task where a script (such as JavaScript, Python, etc.) is executed within the BPMN engine itself to perform a task. The script runs internally without the need to call external services.

Question time: which type?





vity markers



Loop Activity is iterated if a loop condition is true. The condition is either tested before or after the activity execution.



Ad-hoc Subprocesses

contain tasks only. Each task can be executed arbitrarily often until a completion condition is fulfilled.





the loop-symbol decoration marks the possible repetition of the sub-process activity

it is important to define exit conditions from loops!



we can further simplify the inner process (implicit start / end)



we can hide internal details

Catching and throwing

An event can catch a **trigger** or throw a **result** Internal markers denote the trigger or result

Catching



Start Event: Catching an event starts a new process instance.



Intermediate Event (catching): The process can only continue once an event has been caught.

Throwing



End Event: An event is thrown when the end of the process is reached.



Intermediate Event (throwing): An event is thrown and the process continues.

Some internal markers

	Start	Interm	ediate	End	
	Catching		Throwing		
Plain					Untyped events, typically showing where the process starts or ends.
Message					Receiving and sending messages.
Timer		\bigcirc			Cyclic timer events, points in time, time spans or timeouts.
Error				\bigotimes	Catching or throwing named errors.
Terminate					Triggering the immediate termination of a process.

Timer events: small claims tribunal



is created when some temporal event happens the clock annotation denotes a timer intermediate event: the process is blocked until a time-out expires

Process break (event waiting)



the envelope annotation denotes an intermediate message event: it signals the receipt of a message

Collaboration diagrams (and message passing)

Message annotated events and activities

A start event can be annotated with a white-envelope: a process instance is created when a certain message is received

An end event can be annotated with a black-filled envelope: when the process ends a message is sent

Intermediate events and activities can be annotated with both kinds of envelope white = receipt of a message, black = the sending of a message



Events vs Activities



No clear distinction is made, but typically

events are instantaneous

activities take time (have a duration)

Collaboration

A collaboration contains two or more pools, each representing a participant in the collaboration

A pool may be collapsed or exhibit the process within

Each possible communication corresponds to a **message flow** between pools (or between objects from different pools)





Message flow

A message flow represents communications (send/receive) between two separate participants (business entities or business roles)

> A message flow is represented by a dashed line with a open arrowheads

> > 0----⊳

Message flow requirements



each event: at most one message flow

each activity: at most one message flow

> each gateway: no message flow!

each pool: any number of message flows



a stand-alone process







Example: Seller



Example: Seller & Customer



Example: Seller & Customer



Artefacts: message data objects

A message data object depicts the data that are communicated between two participants

A message data object is represented as an envelope


Example: Seller & Customer



Example: Seller, Customer & Suppliers



Deferred choice (event based decisions)

Event-based decisions



Event-based Exclusive Gateway

Is always followed by catching events or receive tasks. Sequence flow is routed to the subsequent event/task which happens first.













A negotiation without choice



Some remarks

Lanes are often used to separate activities associated with a specific company function or role

Sequence flow cannot cross the boundaries of a pool (it can cross lanes in the pool)

Message flow cannot connect flow objects in the same pool

Exercise: key features

Draw the BPMN collaboration diagram for the Alice-Bob car-selling scenario