ULB

INFO-H420
Management of Data Science and Business Workflows
Part I
2. Process Modeling

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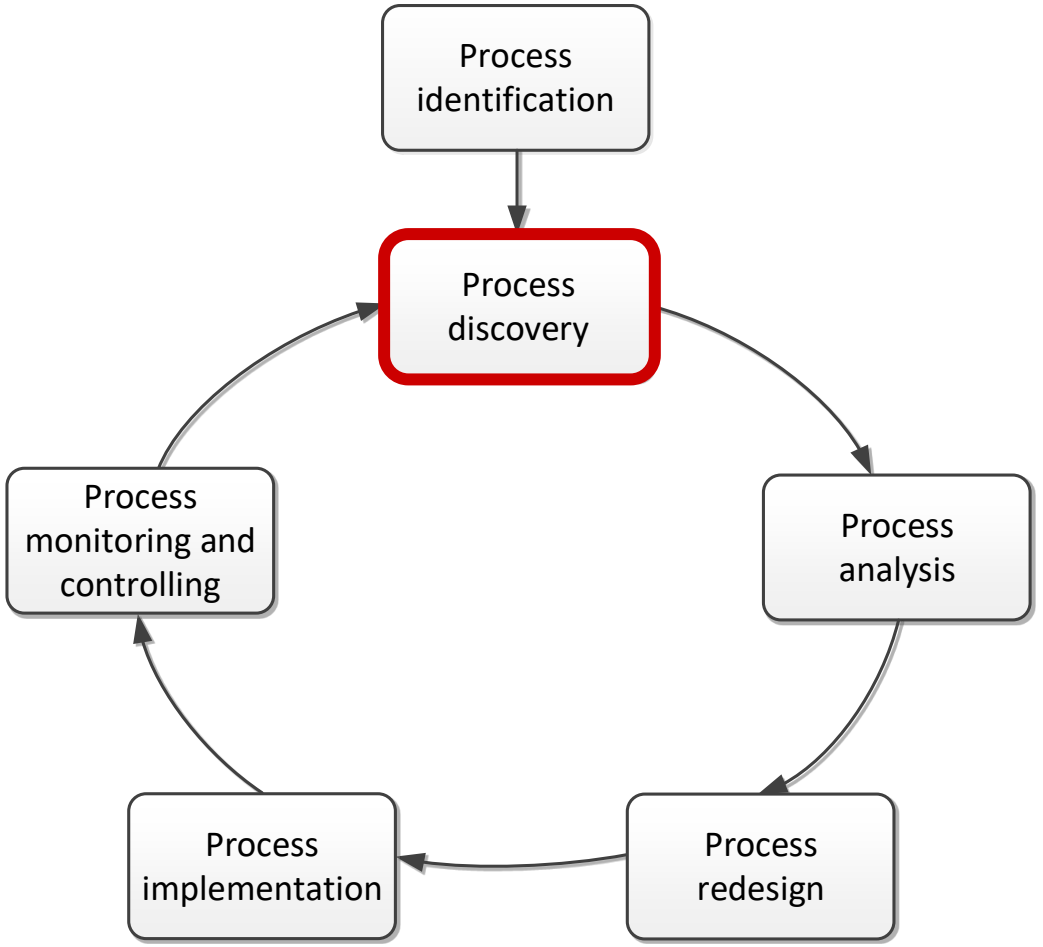
2023-2024

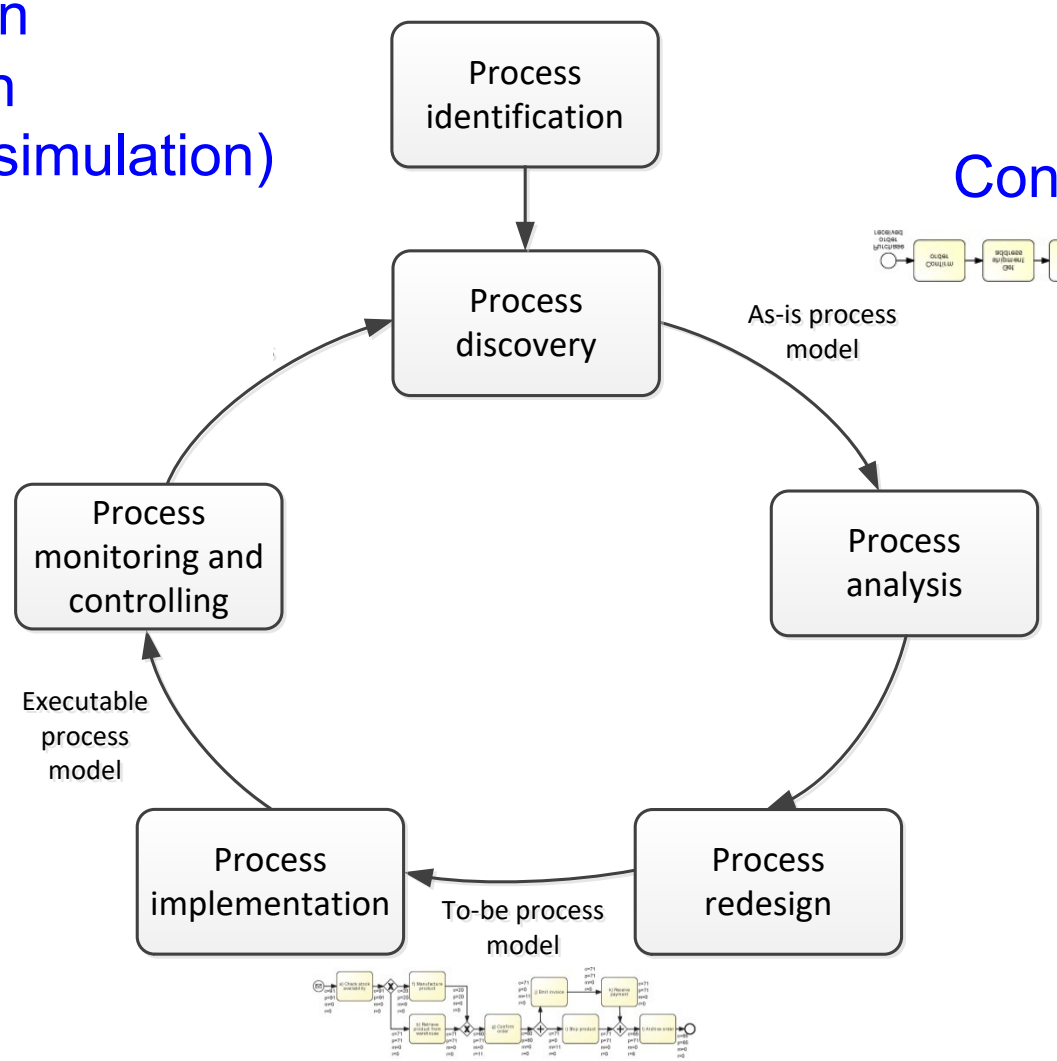
BPM lifecycle



Purposes of process modeling

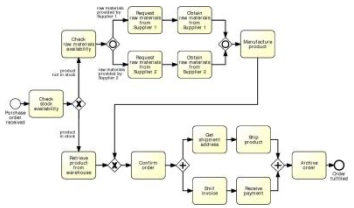
Process Modeling
The reason for modeling a process is to understand the process and to share our understanding of process with people who are involved with it on a daily basis.
Communication
Documentation
Analysis

- Communication
- Documentation
- Analysis (e.g. simulation)



Conceptual

Executable



- Automation
- Testing

Conceptual

Business Process Model and Notation (BPMN)

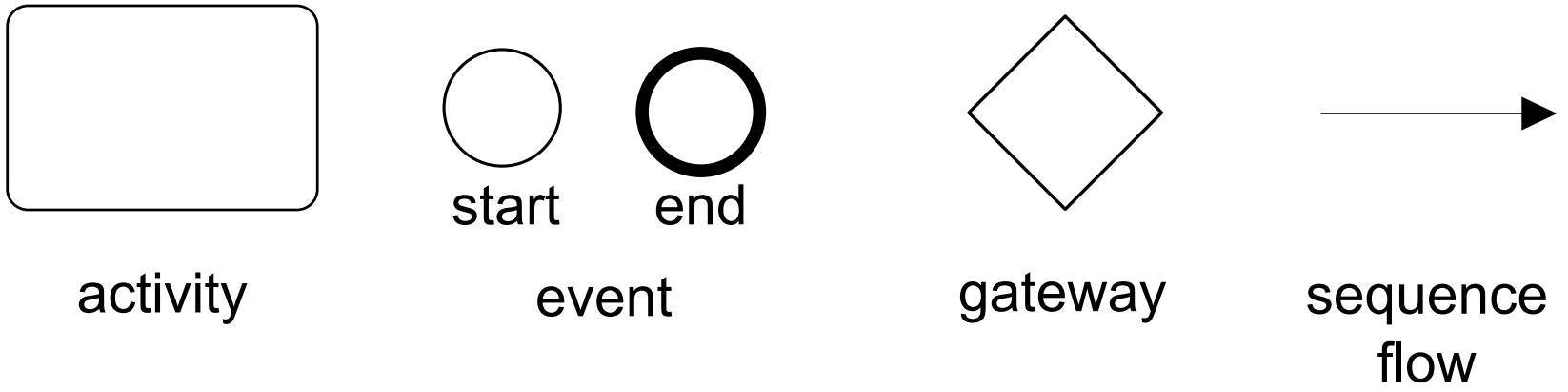
- OMG standard (nowadays BPMN 2.0)
- Both for conceptual and executable models
- Supported by numerous tools: bpmn.org lists over 70 tools, incl.
  - **Camunda**
  - **Apromore**
  - Signavio
  - Bizagi Process Modeler
  - Cameo Business Analyst

BPMN from 10,000 miles…

A BPMN process model is a graph consisting of four types of **core elements**:

It involves events and activities
Events represent thing that happen instantaneously (Ex: invoice has been received)
Activities represent units of work that have a duration (Ex: an activity to pay an invoice)

Events and Activities are logically related by sequence



Let’s start modeling

Order-to-cash

An order-to-cash process is triggered by the receipt of a purchase order from a customer. Upon receipt, the purchase order has to be checked against the stock to determine if the the requested item(s) are available. Depending on stock availability the purchase order may be confirmed or rejected.

If the purchase order is confirmed, an invoice is emitted, and the goods requested are shipped. The process completes by archiving the order.

Let’s start modeling – break it down

Order-to-cash

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Let’s start modeling – break it down

Order-to-cash

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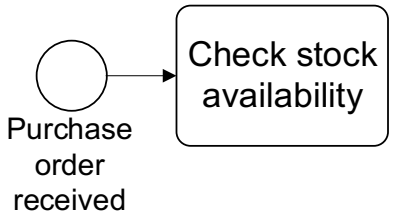
BPMN Model

Order-to-cash



Naming conventions

- Event: noun + past-participle verb (e.g., insurance claim lodged)
- Activity: verb + noun (e.g., assess credit risk)

Let’s start modeling – break it down

Order-to-cash

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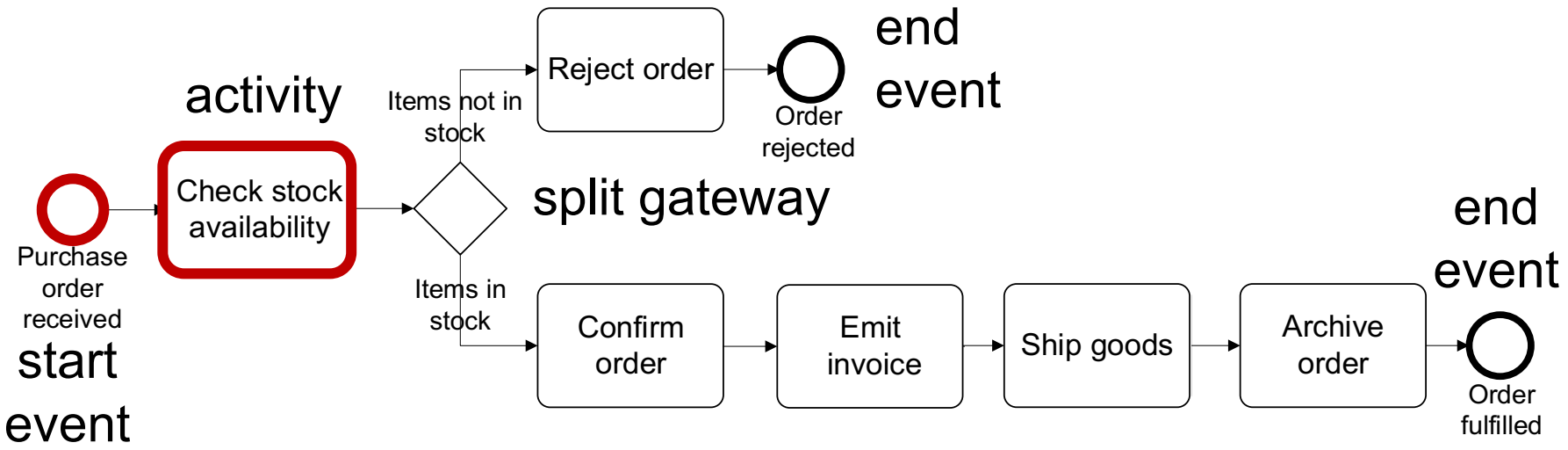
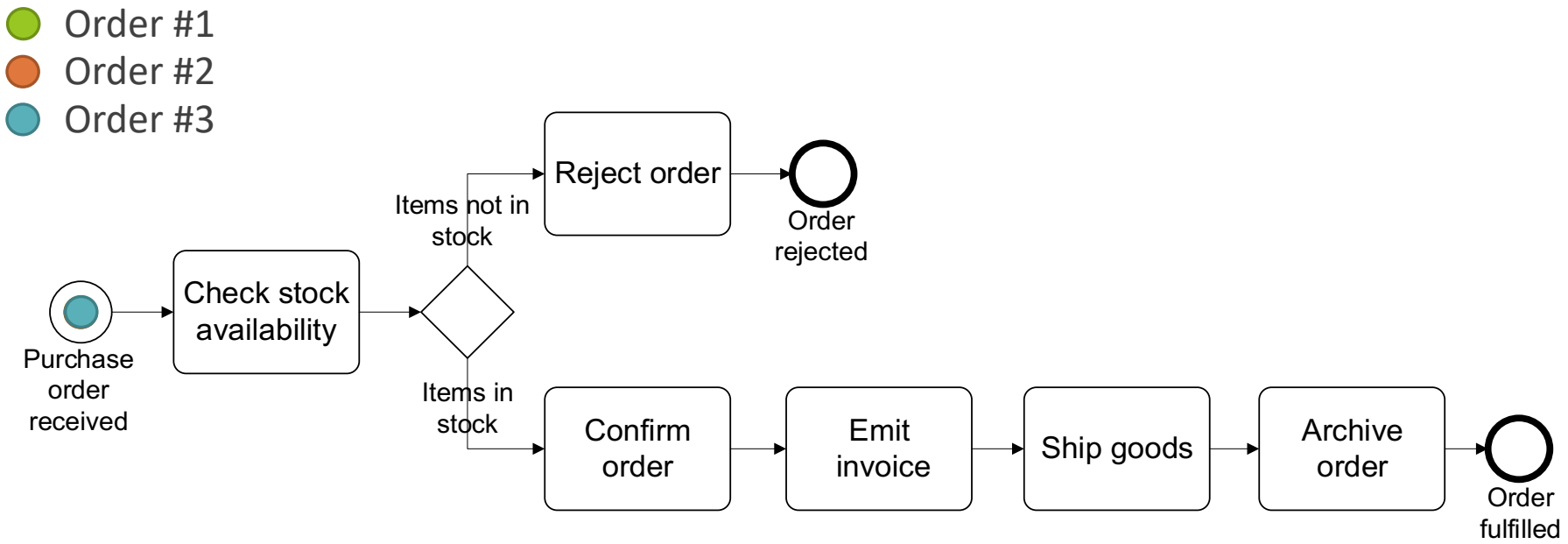
BPMN Model

Order-to-cash



Execution of a process model
“Game of Tokens”



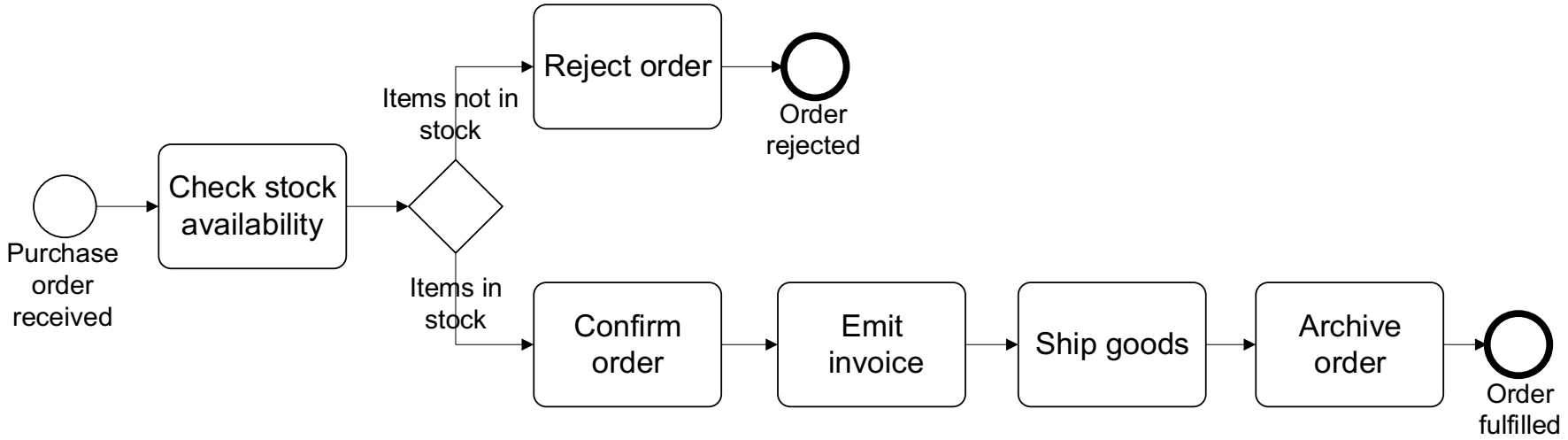
A little bit more on events…

A *start event* triggers a new process instance by generating a token that traverses the sequence flow (“tokens source”)

An *end event* signals that a process instance has completed with a given outcome by consuming a token (“tokens sink”)

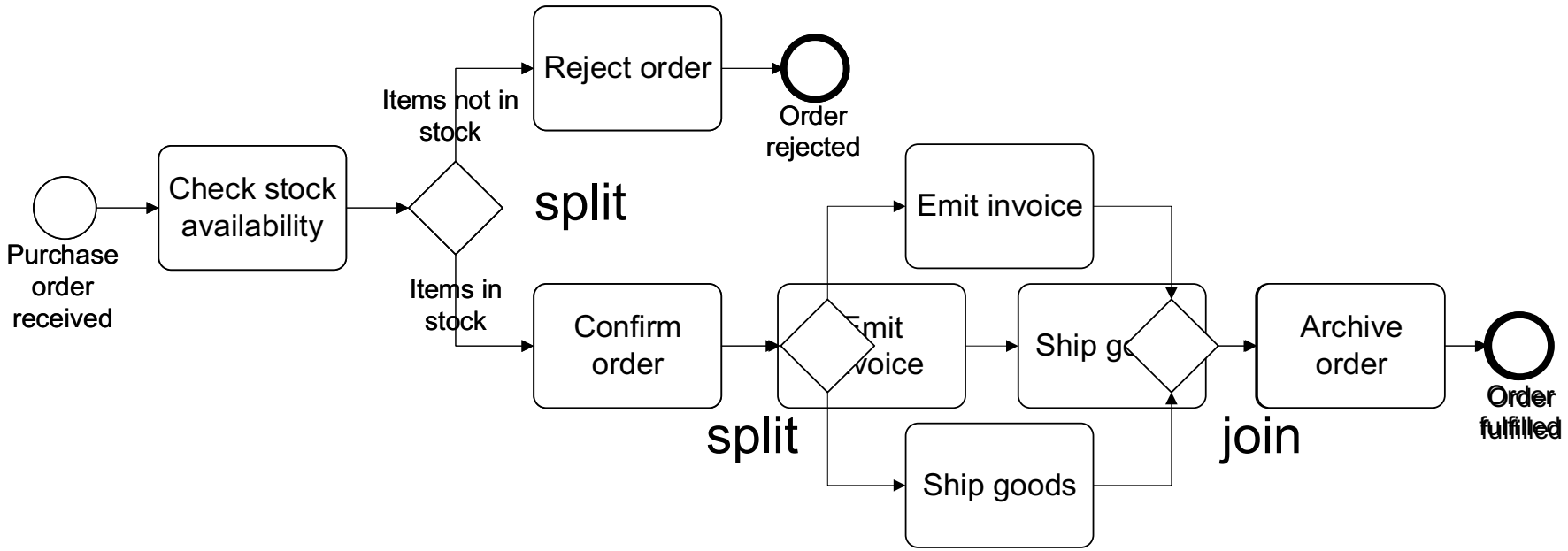
Order-to-cash example revisited…

[…] If the purchase order is confirmed, **an invoice is emitted and the goods requested are shipped (in any order)**. The process completes by archiving the order. […]

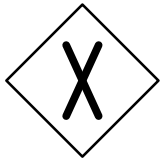


First try

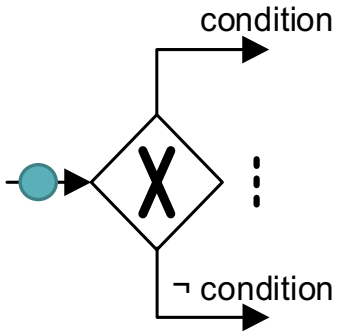
Order-to-cash



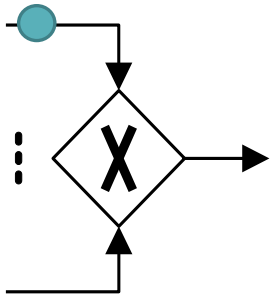
A little more on gateways: XOR Gateway



An *XOR Gateway* captures decision points (XOR-split) and points where alternative flows are merged (XOR-join)



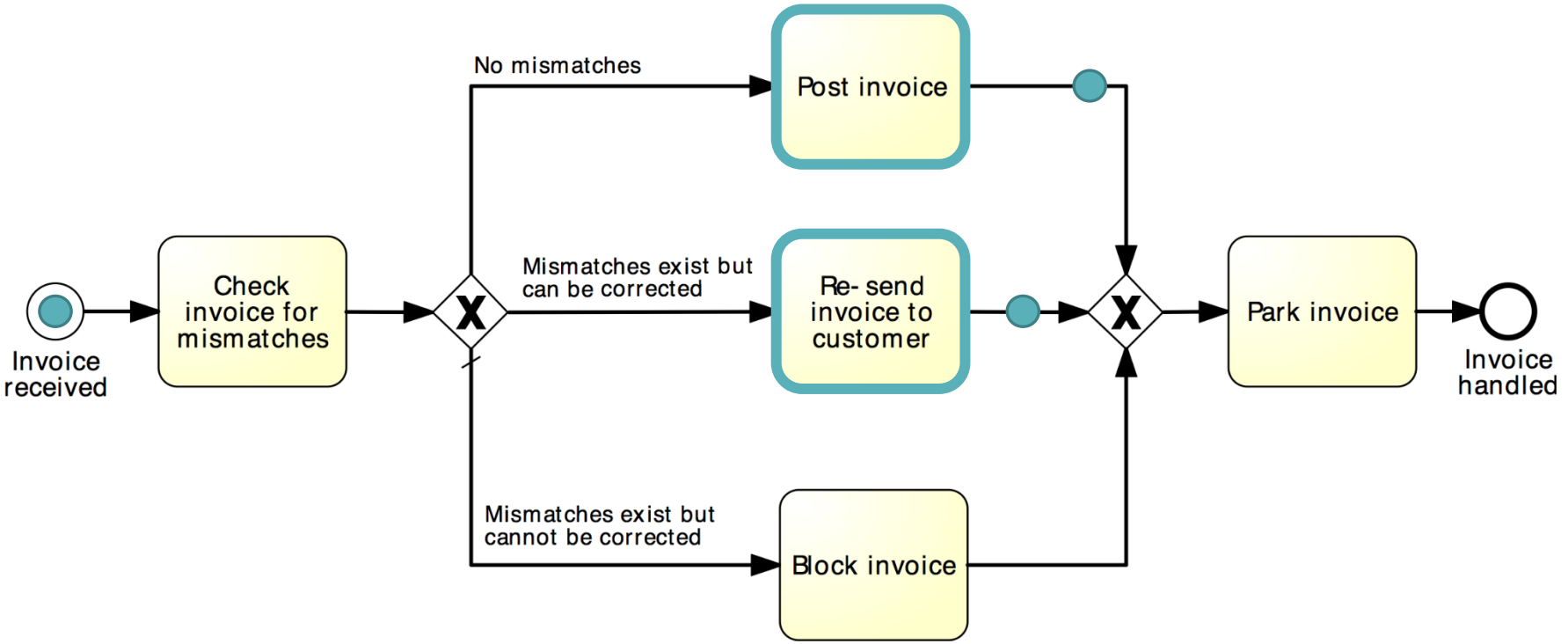
XOR-split ➔ takes **one** outgoing branch



XOR-join ➔ proceeds when **one** incoming branch has completed

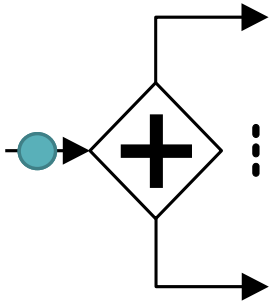
Example: XOR Gateway

Invoice checking process

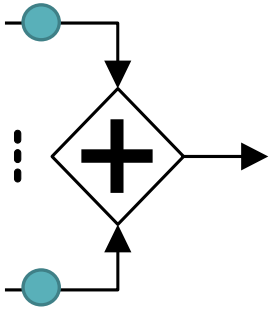


A little more on gateways: AND Gateway

An *AND Gateway* provides a mechanism to create and synchronize “parallel” flows.



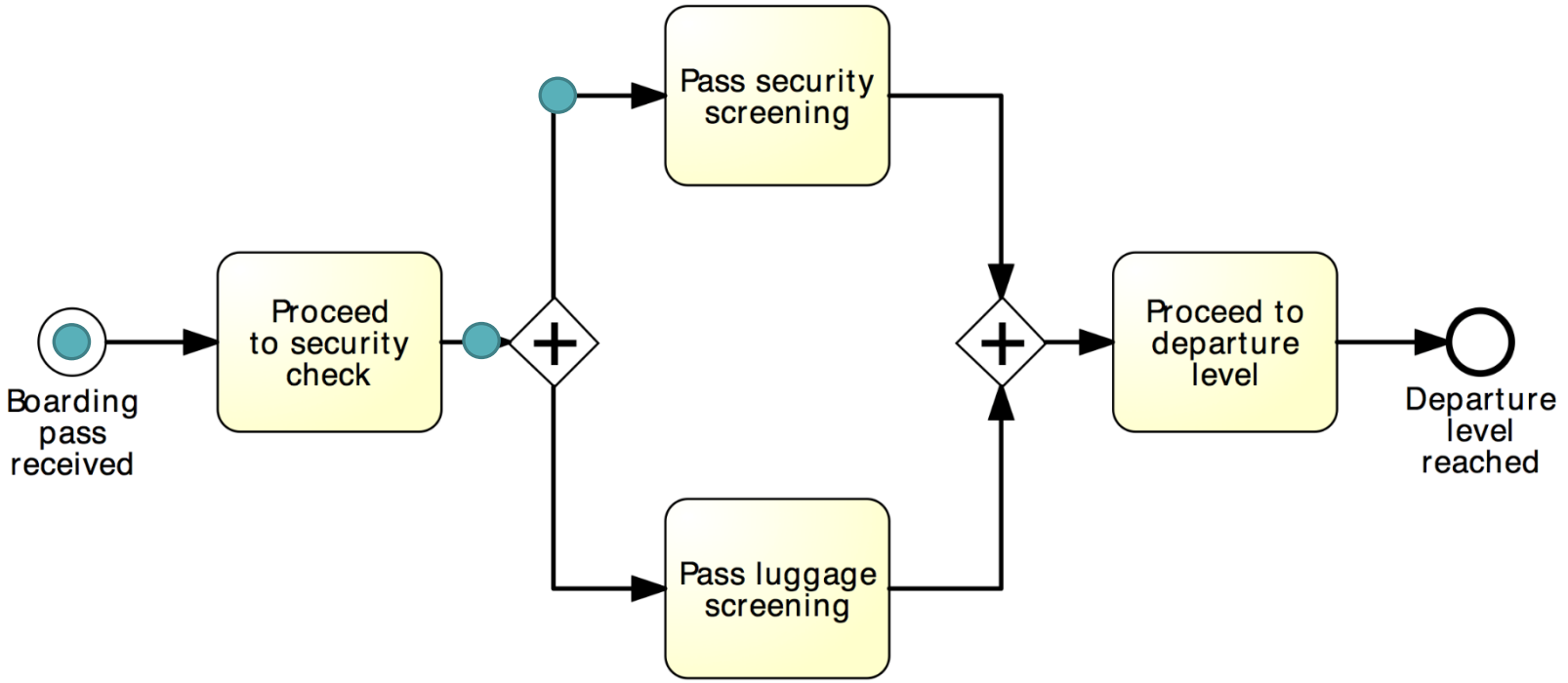
AND-split ➔ takes **all** outgoing branches



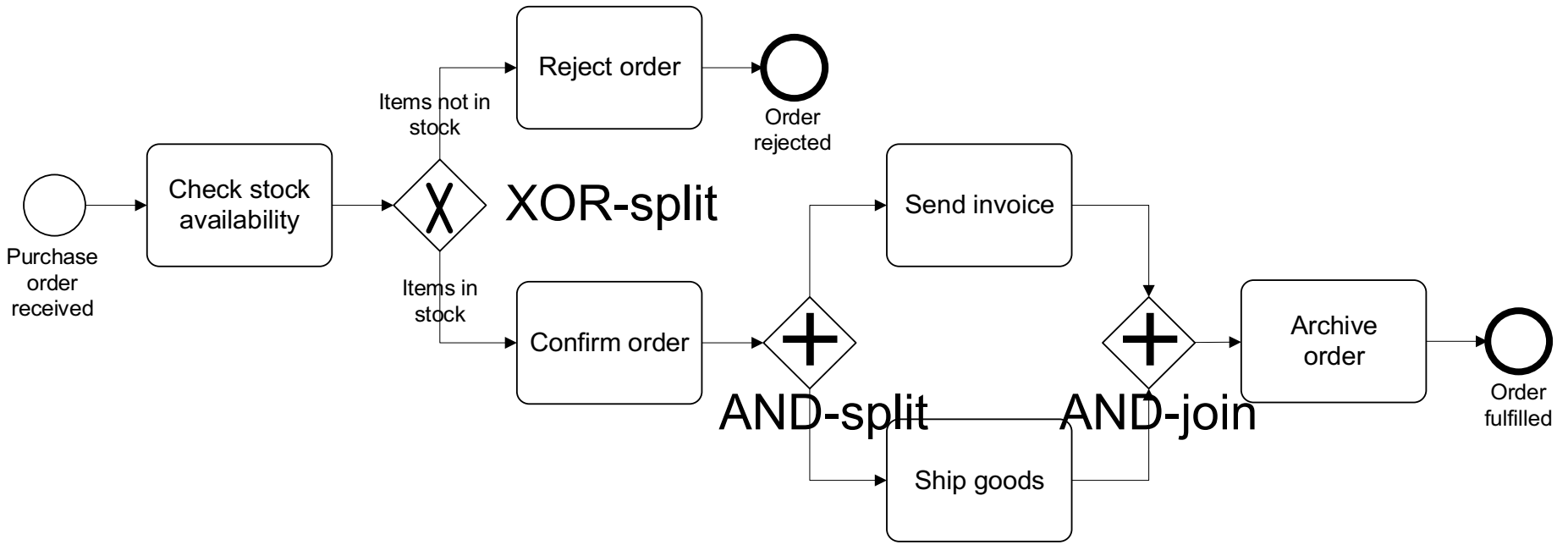
AND-join ➔ proceeds when **all** incoming branches have completed

Example: AND Gateway

Airport security check



Revised order-to-cash process model



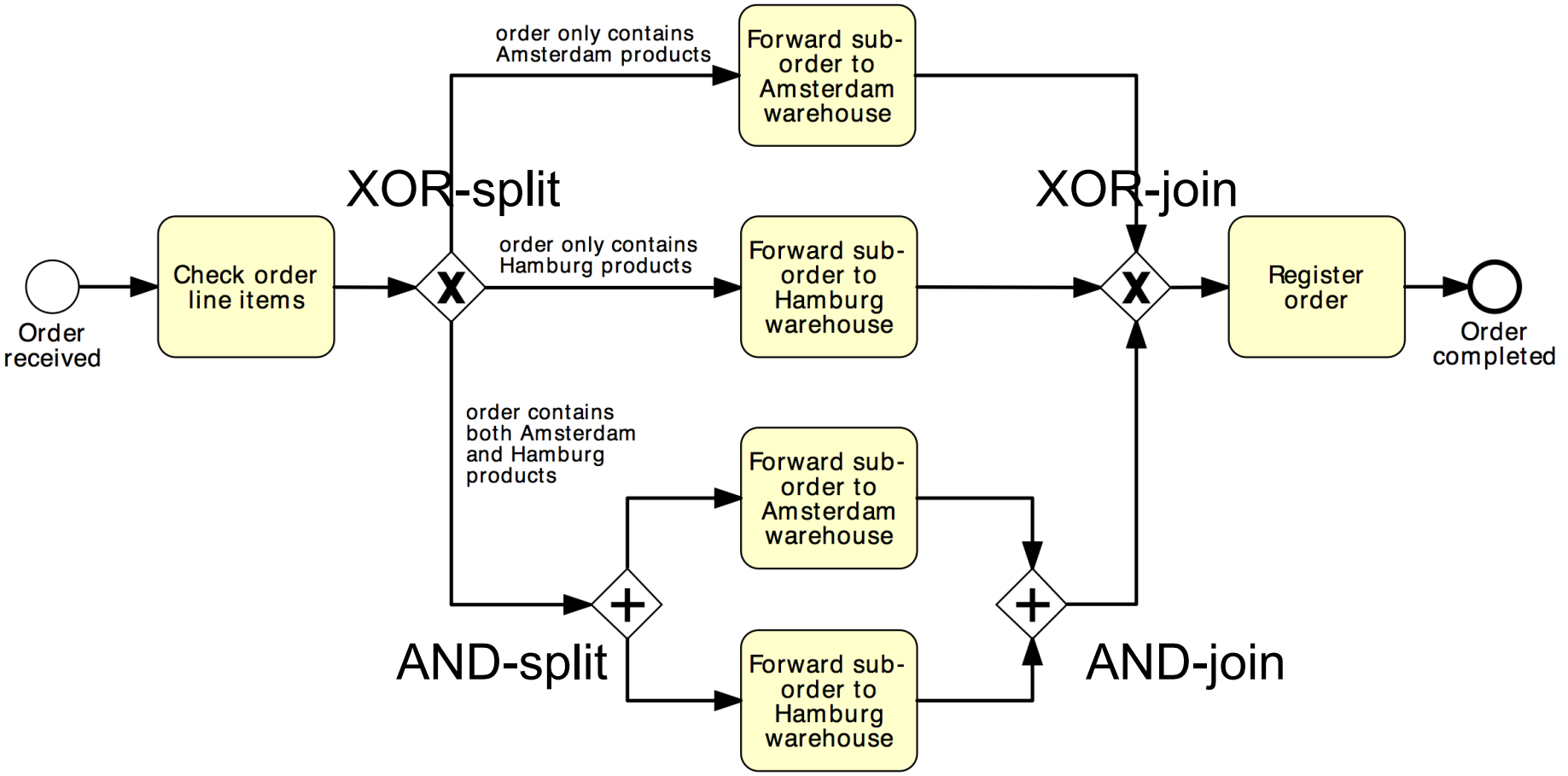
Between XOR and AND

Order distribution process

A company has two warehouses that store different products: Amsterdam and Hamburg. When an order is received, it is distributed across these warehouses: if some of the relevant products are maintained in Amsterdam, a sub-order is sent there; likewise, if some relevant products are maintained in Hamburg, a sub-order is sent there. Afterwards, the order is registered and the process completes.

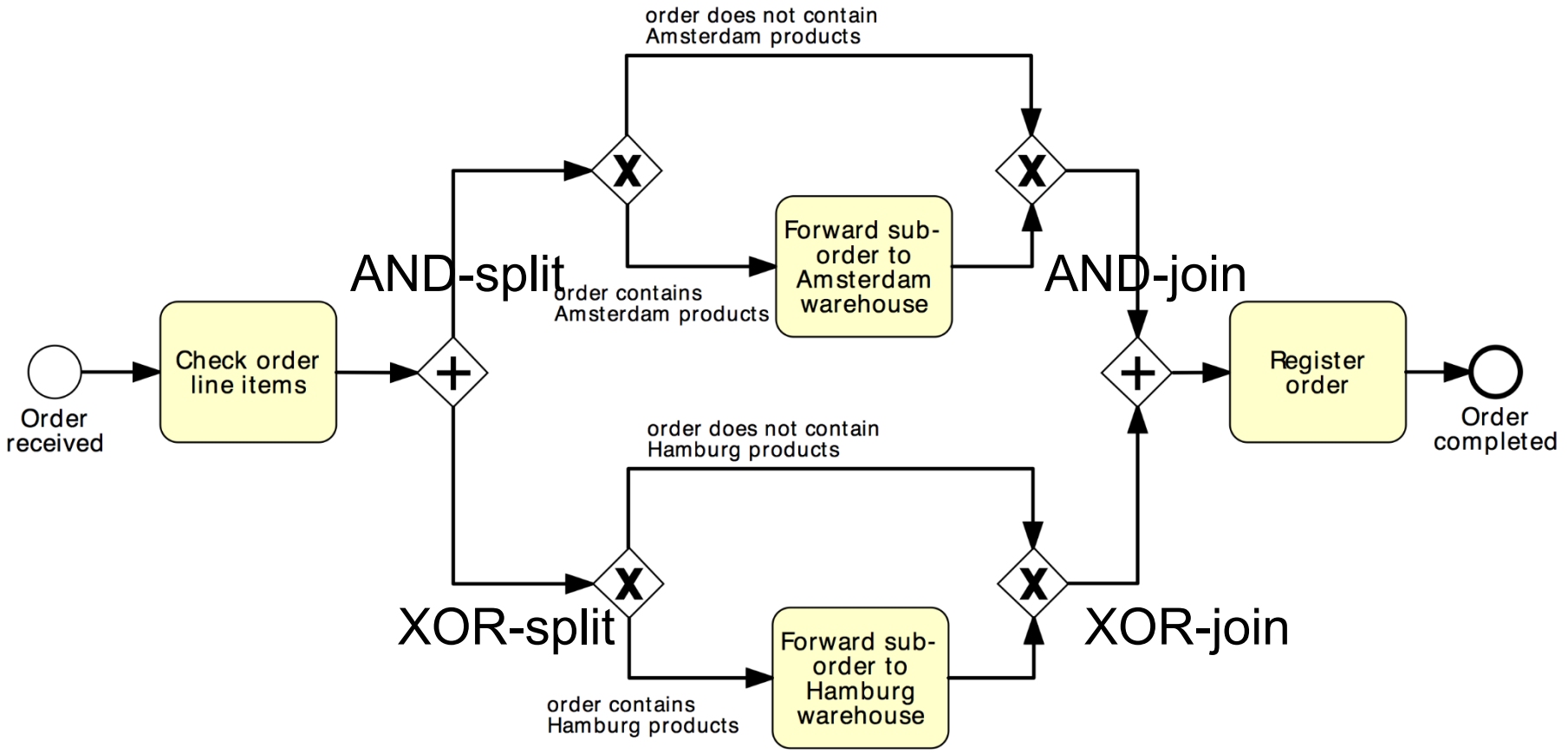
Solution 1

Order distribution process

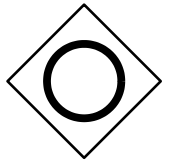


Solution 2

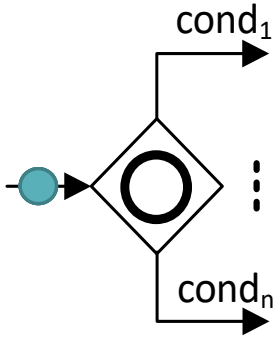
Order distribution process



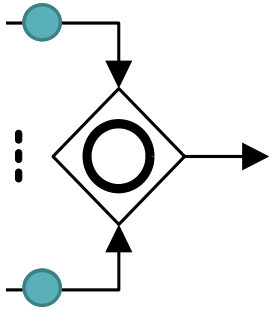
OR Gateway



An *OR Gateway* provides a mechanism to create and synchronize n out of m parallel flows.



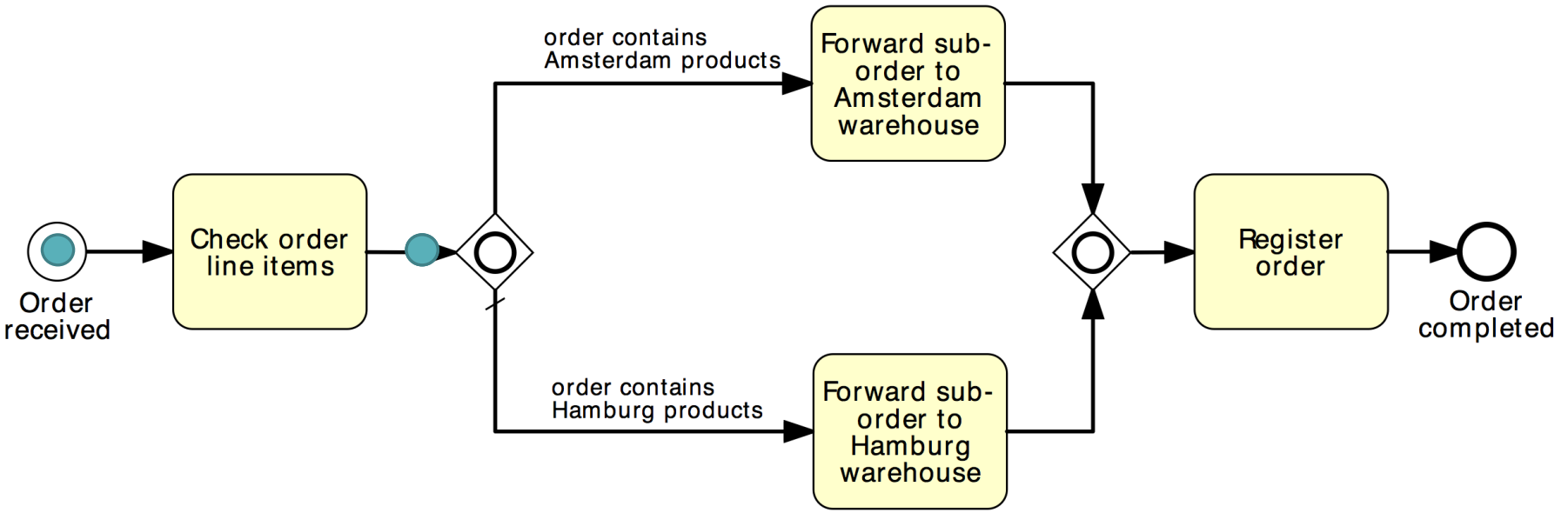
OR-split ➔ takes one or more branches depending on conditions



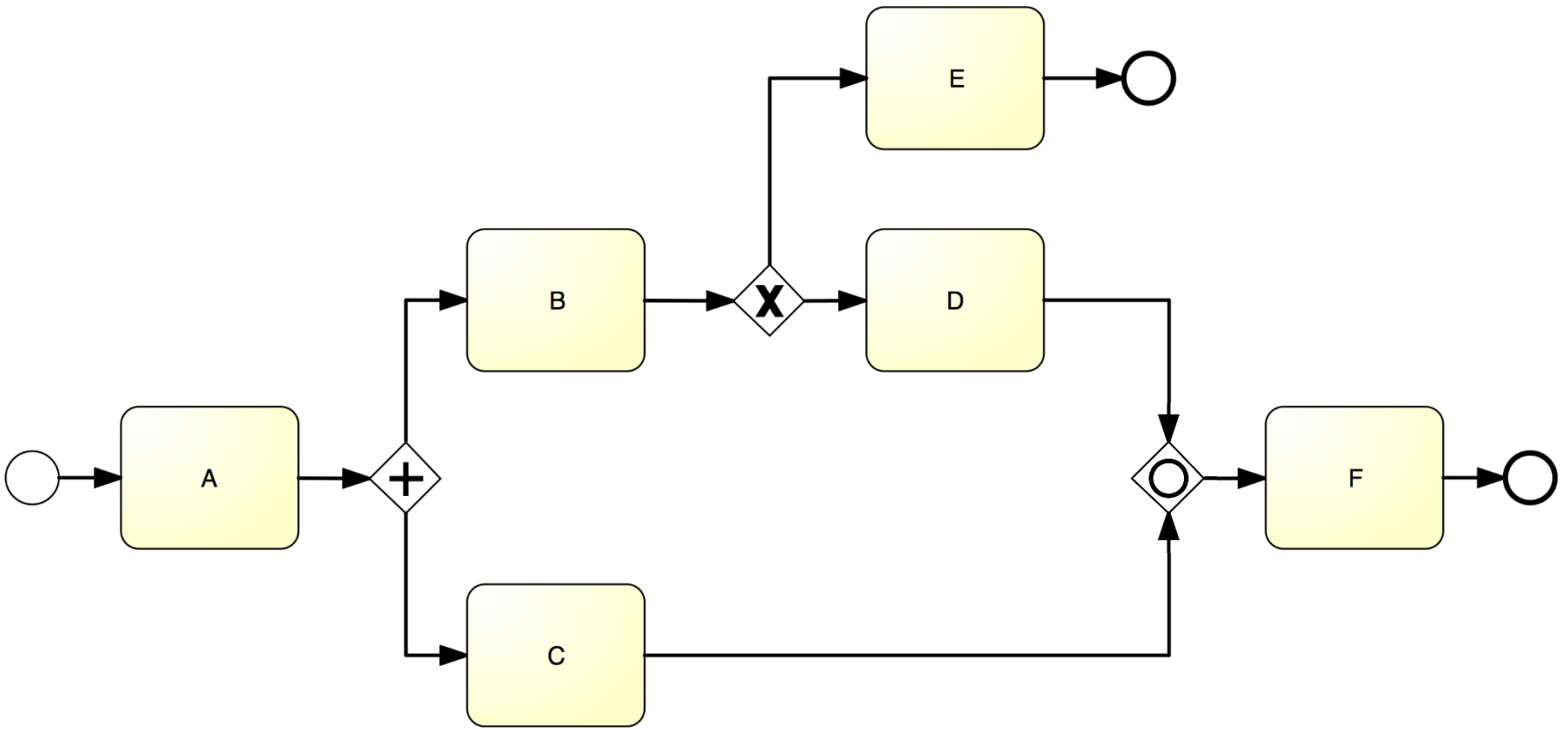
OR-join ➔ proceeds when all **active** incoming branches have completed

Solution using OR Gateway

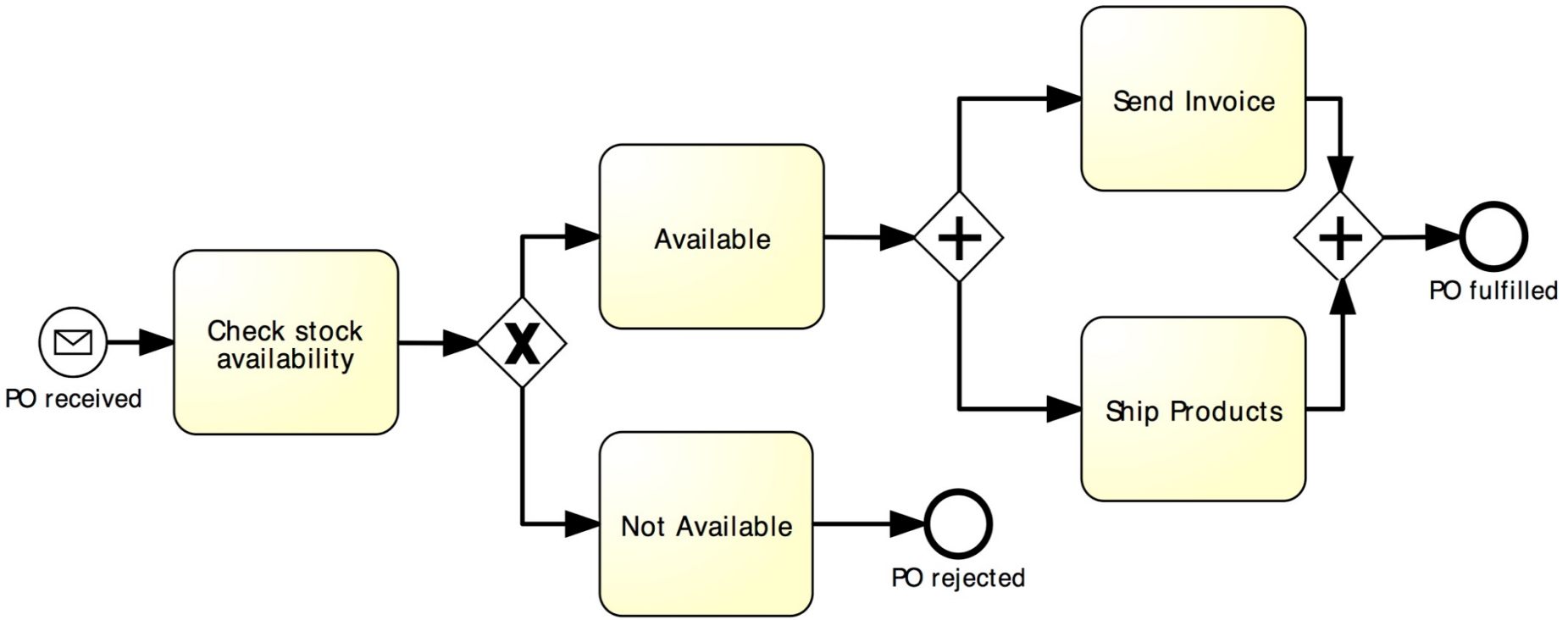
Order distribution process



What join type do we need here?



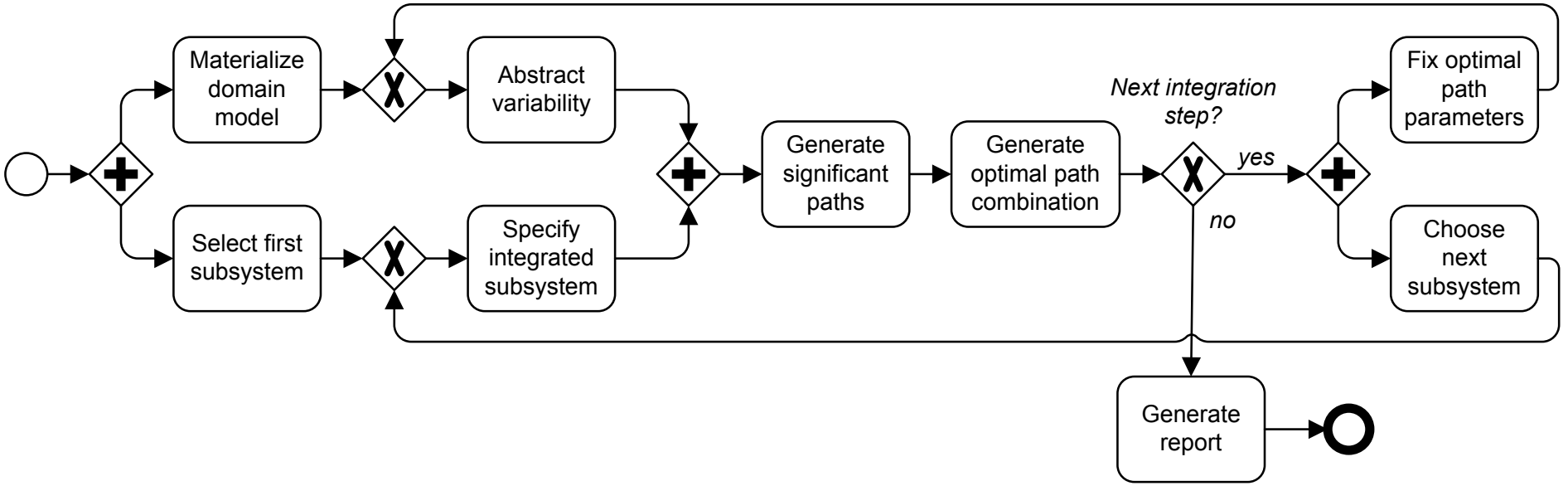
Beware: Beginner's Mistake…

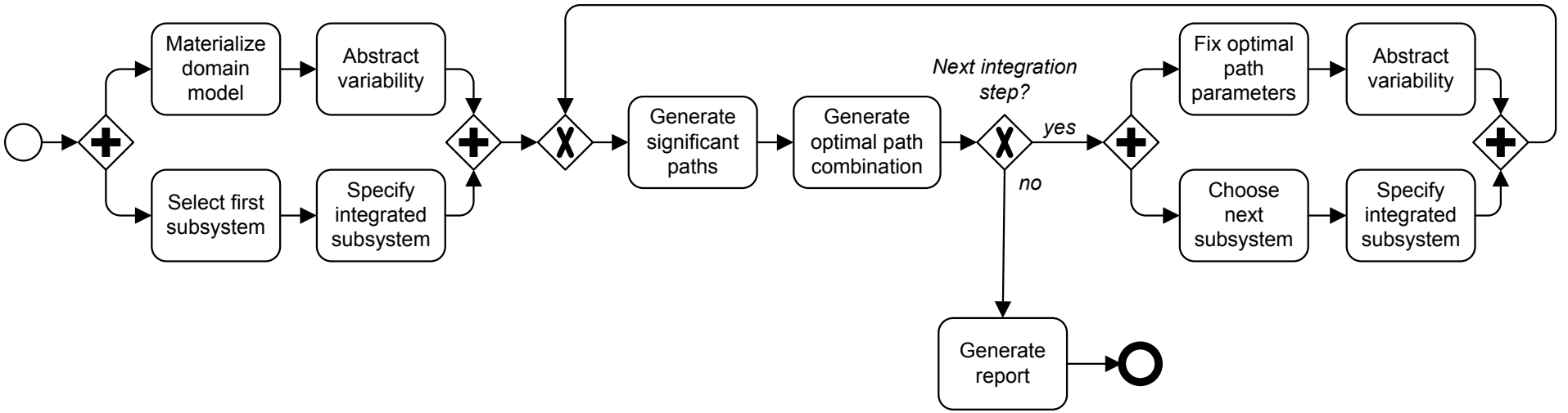


Guidelines: Naming Conventions

1. Give a name to every event and task
2. For tasks: verb followed by business object name and possibly complement
   - Issue Driver Licence, Renew Licence via Agency
3. For message events: object + past participle
   - Invoice received, Claim settled
4. Avoid generic verbs such as Handle, Record…
5. Label each XOR-split with a condition
   - Policy is invalid, Claim is inadmissible

Poll: Which model do you prefer?





One more guideline…

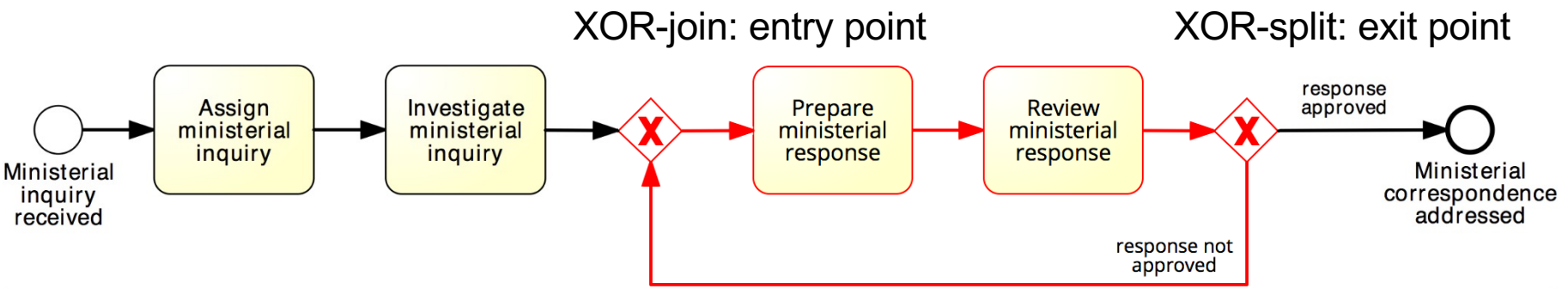
- Model in blocks
  - Pair up each AND-split with an AND-join and each XOR-split with a XOR-join, whenever possible
  - Exception: sometimes a XOR-split leads to two end events – different outcomes (cf. order management example)

Rework and repetition

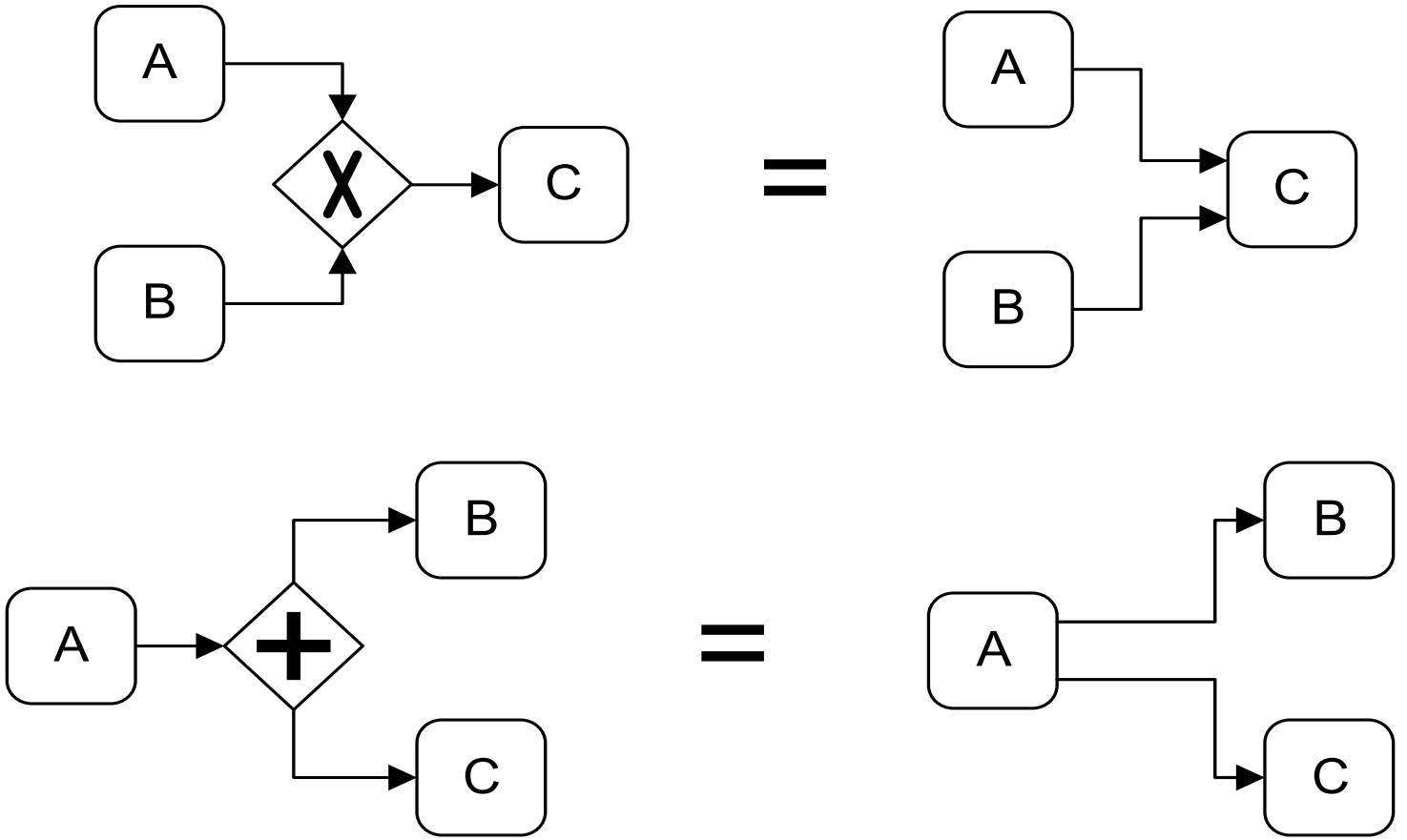
Address ministerial correspondence

In the minister's office, when a ministerial inquiry has been received, it is registered into the system. Then the inquiry is investigated so that a ministerial response can be prepared.

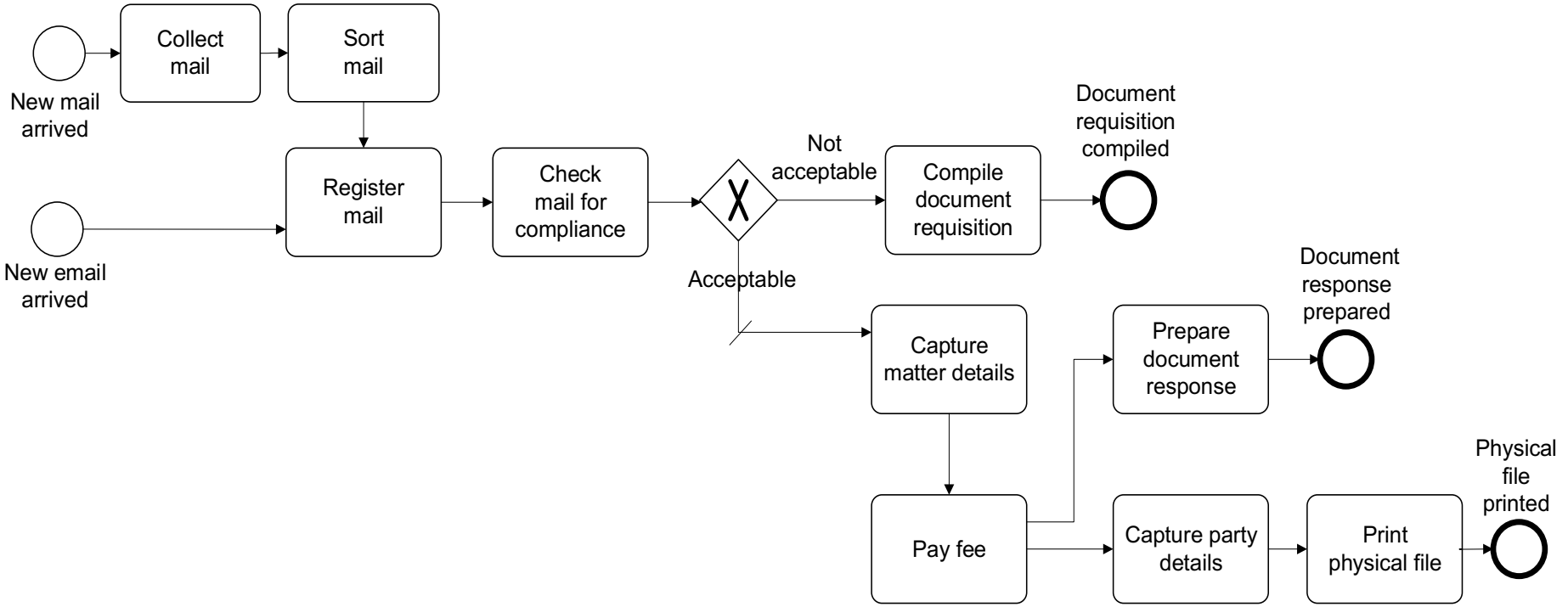
The finalization of a response includes the preparation of the response itself by the cabinet officer and the review of the response by the principal registrar. If the registrar does not approve the response, the latter needs to be prepared again by the cabinet officer for review. The process finishes only once the response has been approved.



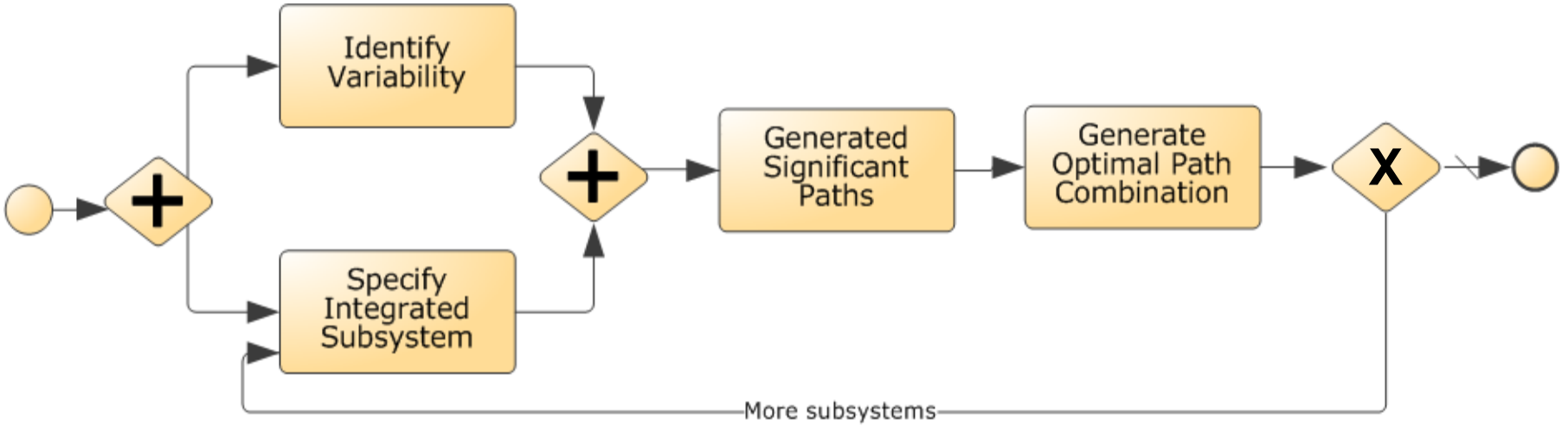
Quick Note: Implicit vs. explicit gateways



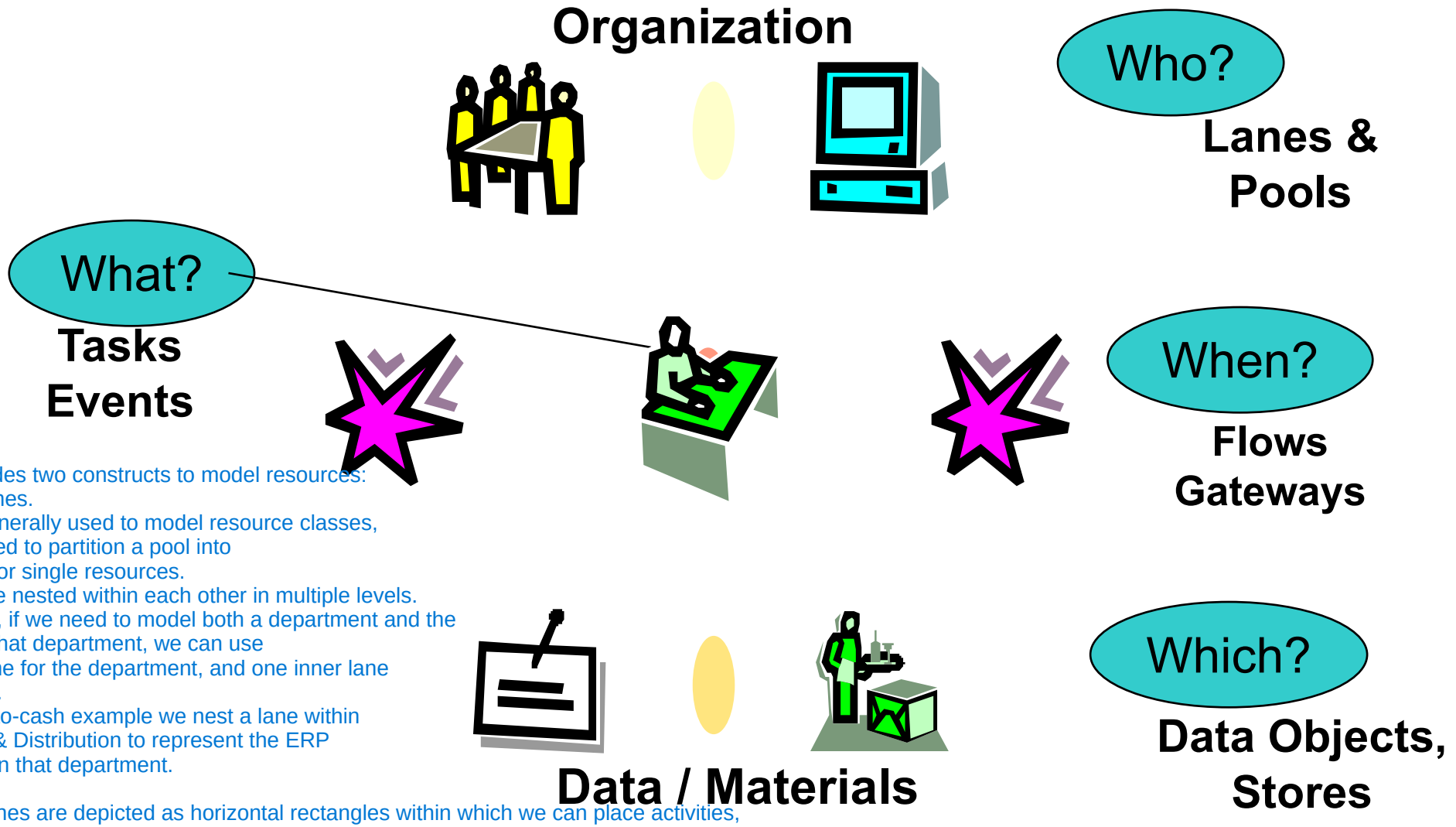
How this process starts? How it ends?



What's wrong with this model? How to fix it?



Process Modelling Viewpoints



BPMN provides two constructs to model resources: pools and lanes.
Pools are generally used to model resource classes, lanes are used to partition a pool into sub-classes or single resources.
Lanes can be nested within each other in multiple levels. For example, if we need to model both a department and the roles within that department, we can use one outer lane for the department, and one inner lane for each role.
In the order-to-cash example we nest a lane within Warehouse & Distribution to represent the ERP System within that department.

Pools and lanes are depicted as horizontal rectangles within which we can place activities, events, gateways and data objects relevant to that class.
The name of the pool or lane is shown vertically on the left-hand side of a horizontal rectangle

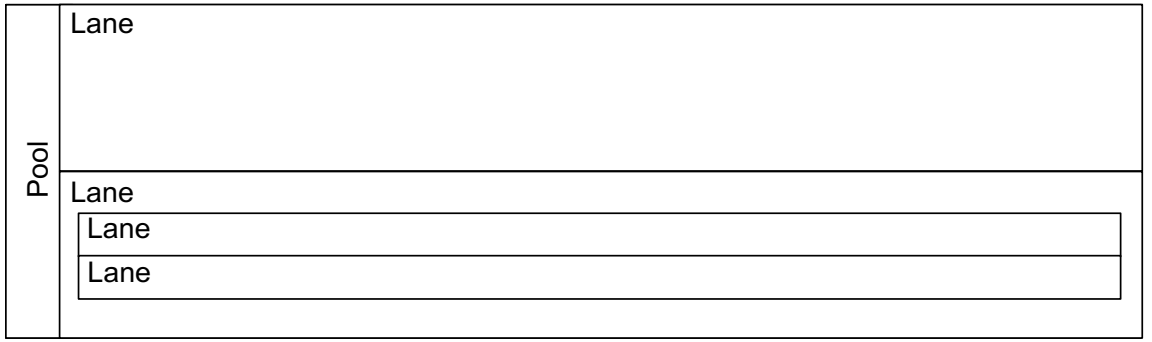
Organizational Elements in BPMN – Pools & Lanes

Pool

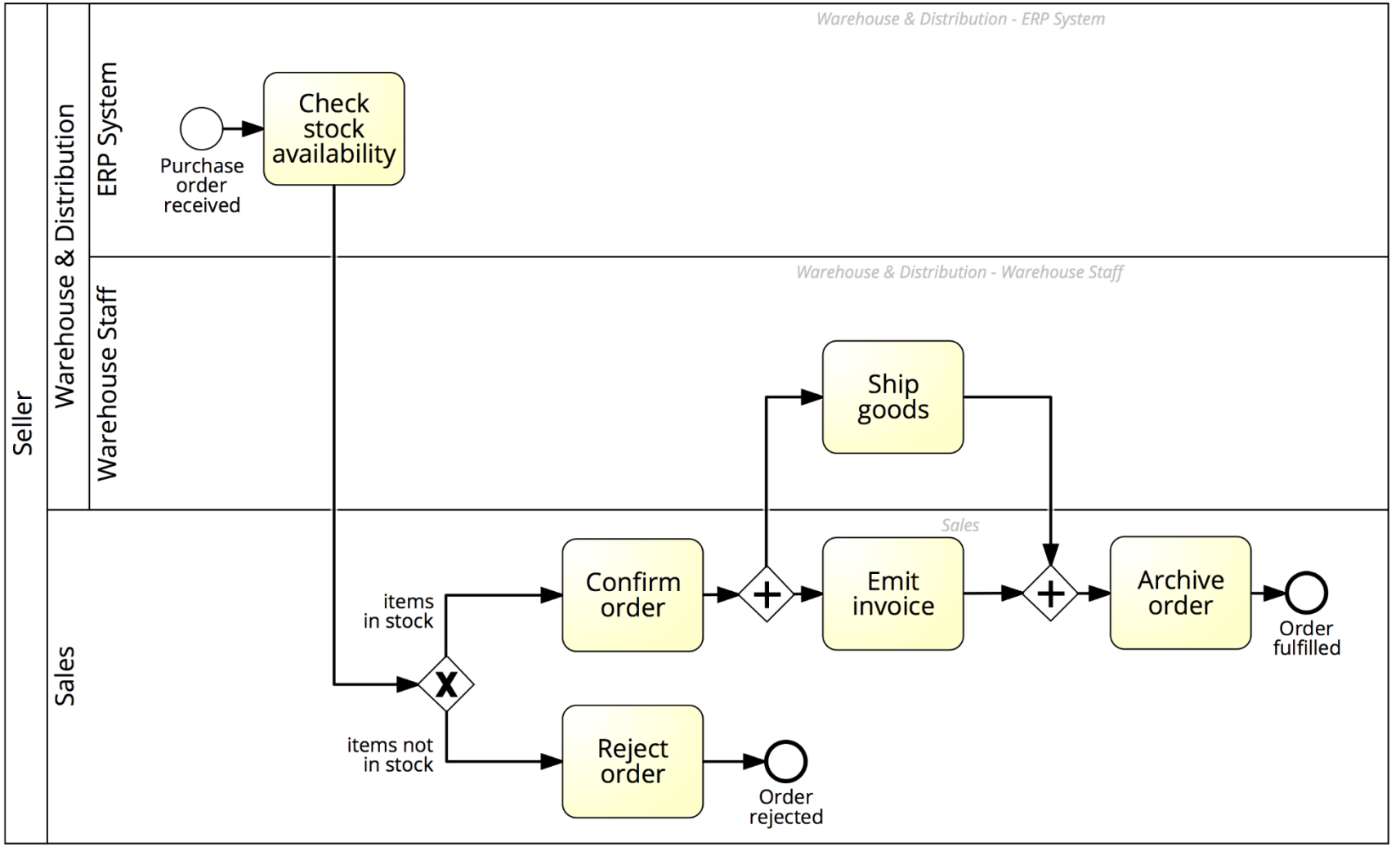
Captures a resource class. Generally used to model a business party (e.g. a whole company)

Lane

A *resource sub-class* within a pool. Generally used to model departments (e.g. shipping, finance), internal roles (e.g. Manager, Associate), software systems (e.g. ERP, CRM)

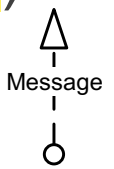


Order-to-cash process with lanes



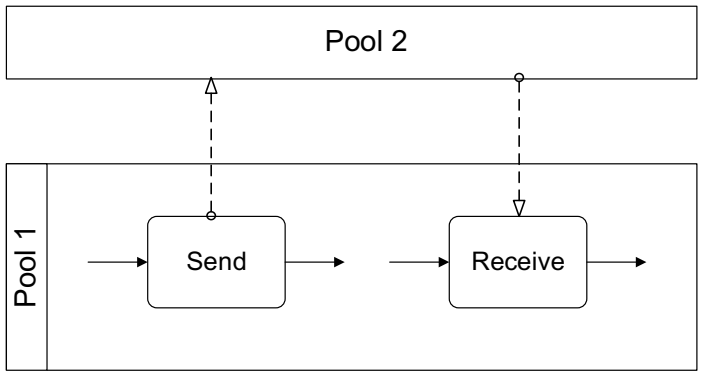
Message Flow

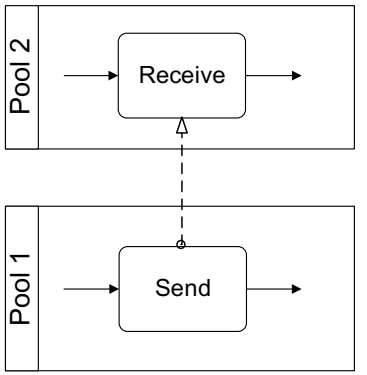
A *Message Flow* represents a flow of information between two process parties (Pools)



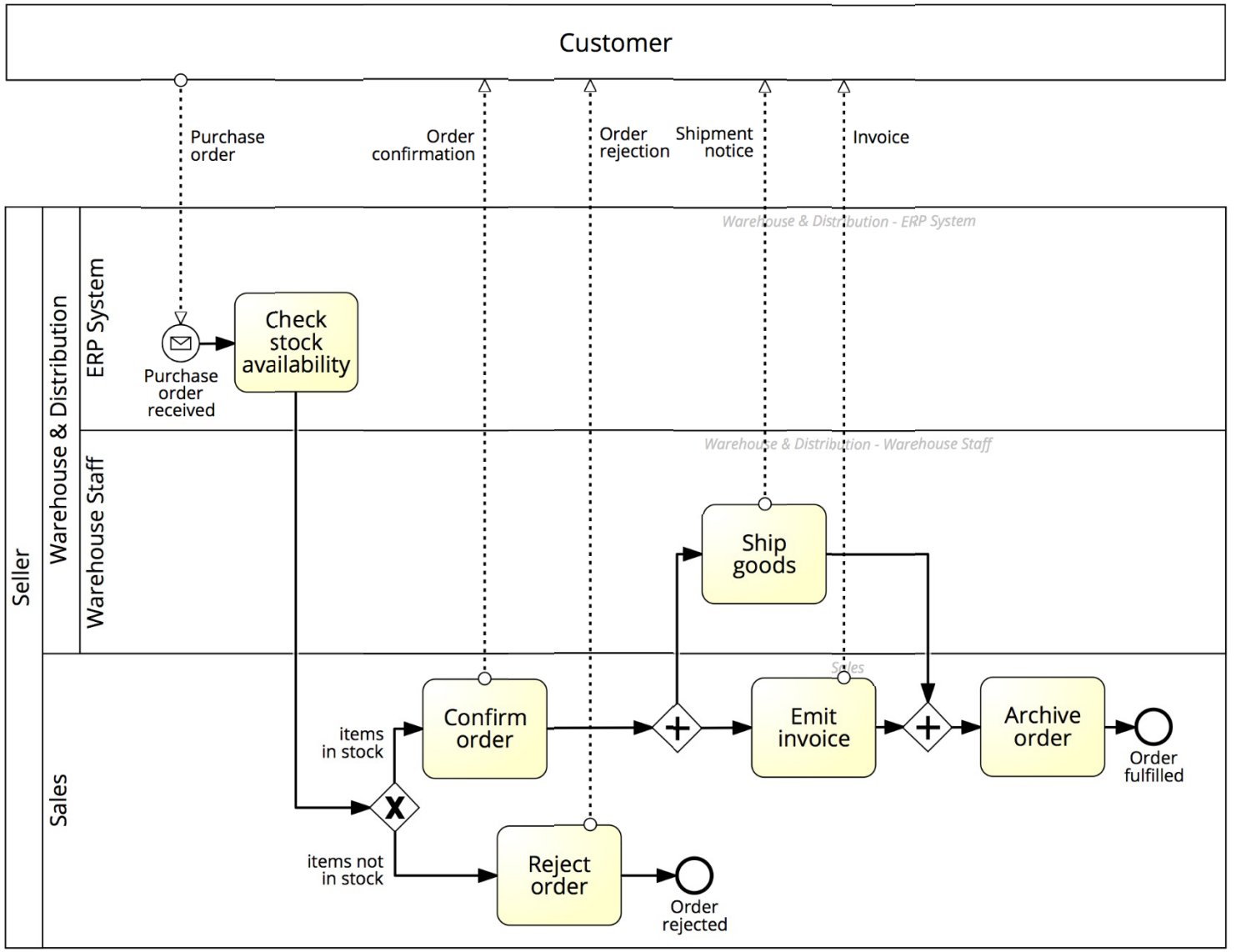
A Message Flow can connect:

- directly to the boundary of a Pool ➔ captures an *informative* message to/from that party
- to a specific activity or event within that Pool ➔ captures a message that triggers a specific activity/event within that party



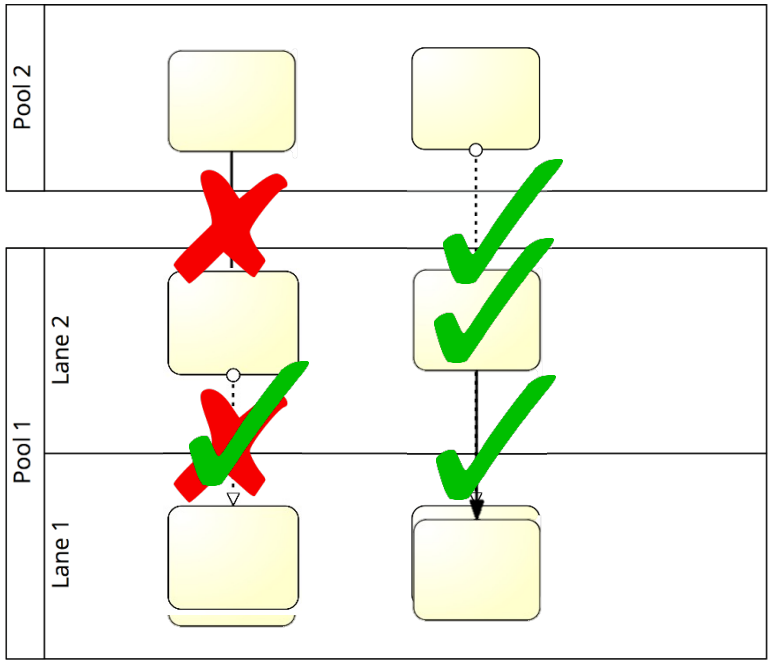


Order-to-cash process with a black-box customer pool



Pools, Lanes and Flows: syntactic rules

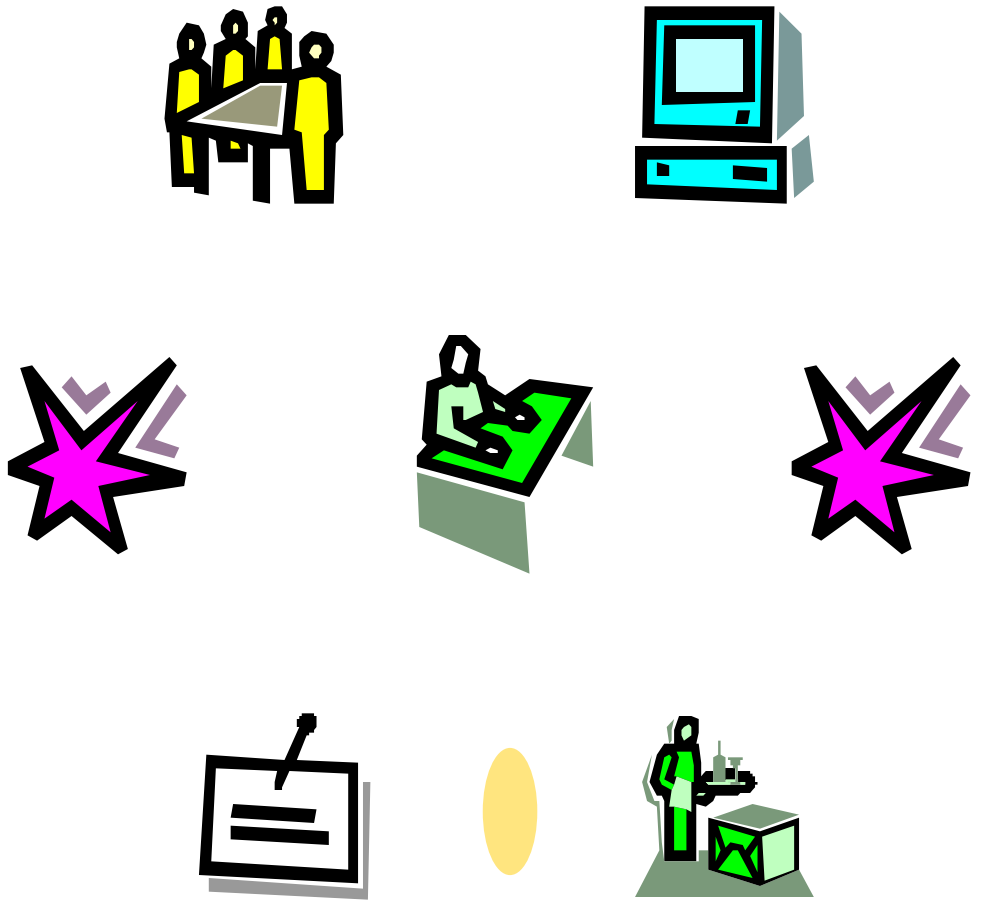
1. A Sequence Flow **cannot** cross the boundaries of a Pool (message flows can)
2. Both Sequence Flow and Message Flow **can cross** the boundaries of Lanes
3. A Message Flow **cannot connect** two flow elements within the same pool



One more guideline…

- Start modeling with one single “white-box” pool
  - Initially, put the events and tasks in only one pool – the pool of the party who is running the process
  - Leave all other pools “black-boxed”
  - Once you have modeled this way, and once the process diagram inside the white-box pool is complete, you can model the details (events and tasks) in the other pools if that is useful.
  - In this course we will only model processes with one single white-box pool – all other pools are black-box

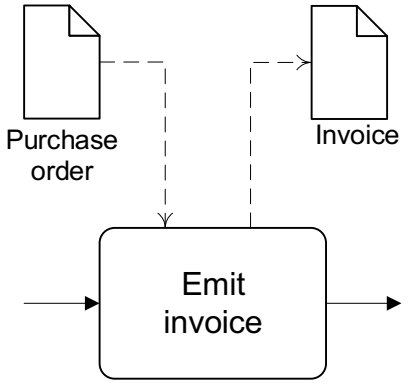
Process Modelling Viewpoints



BPMN Information Artifacts

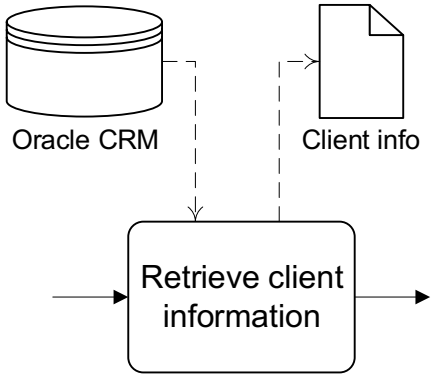
Data Object that is
required as an input in order to perform an activity
or generated as an output by some activity

Ex:
We make use of database to check if an item is available. Here, retailer database can be considered as artifact
Once invoice is generated, it is sent to customer. Here, invoice can also be considered as artifacts



A *Data Object* captures an artifact required (input) or produced (output) by an activity.

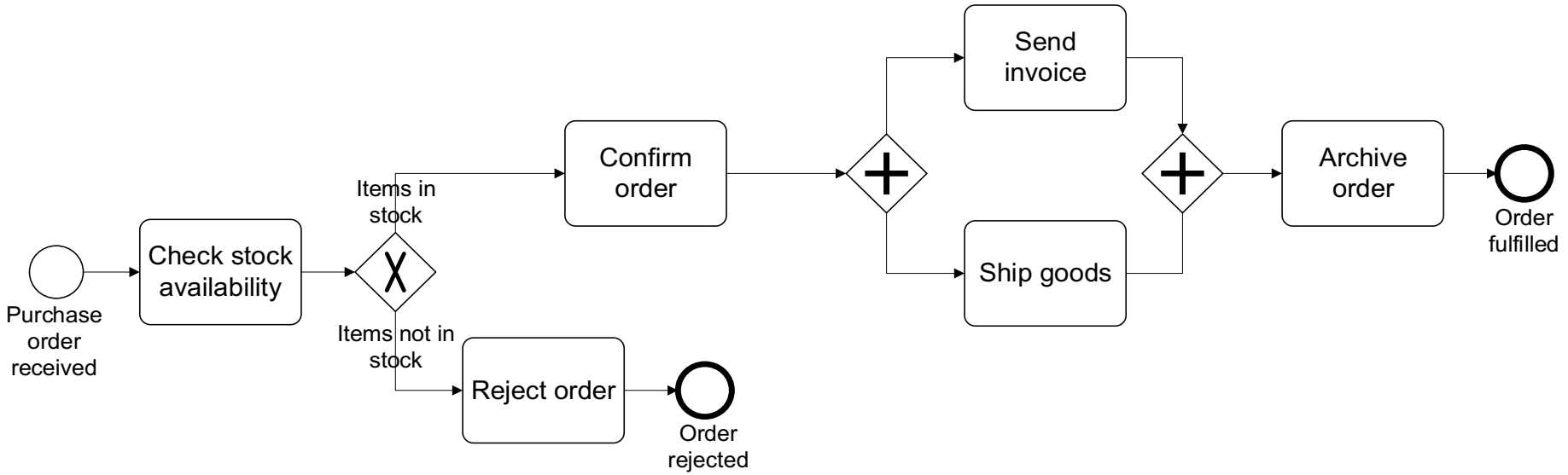
- Can be physical or electronic



A *Data Store* is a place containing data objects that must be persisted beyond the duration of a process instance.

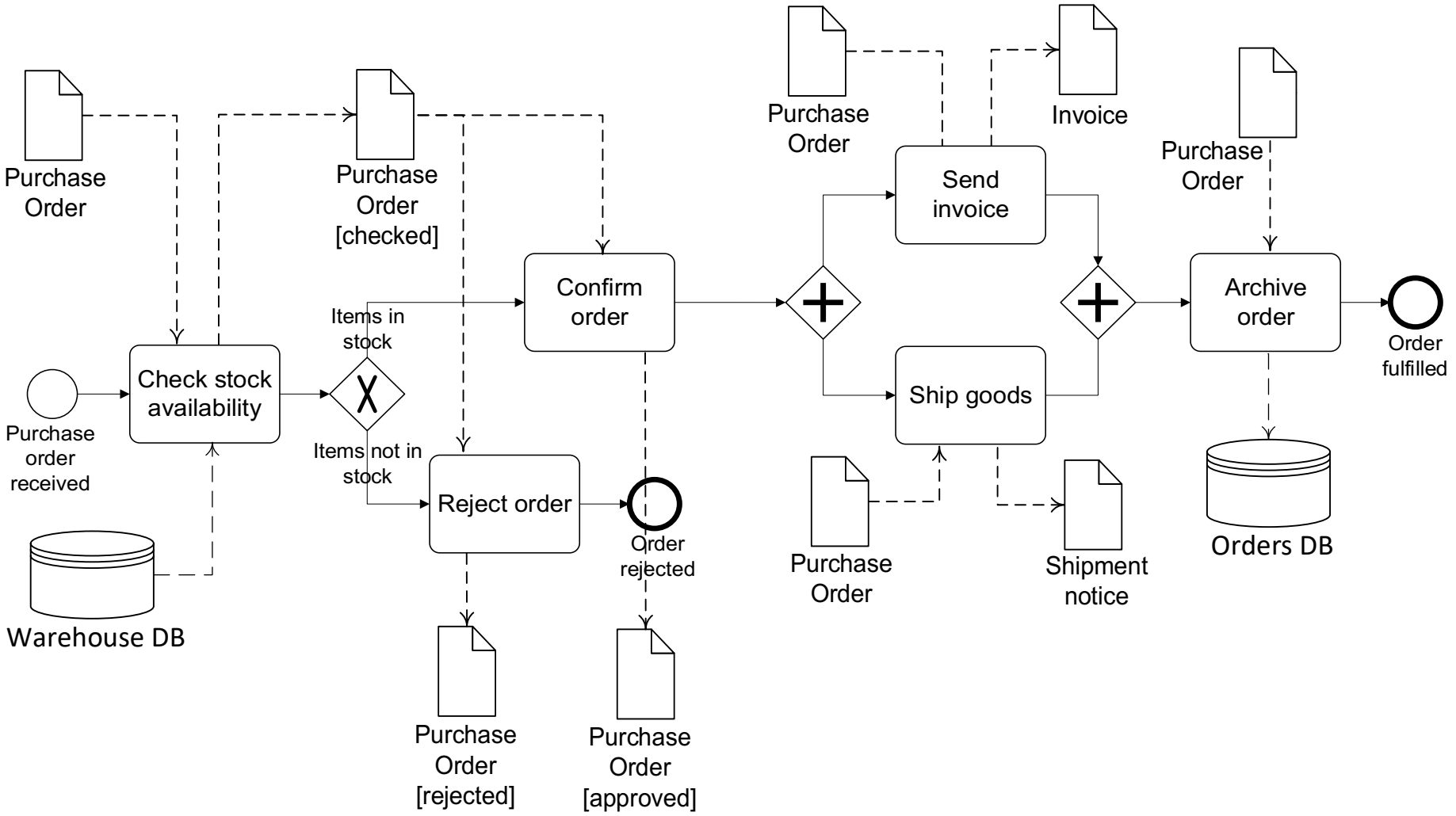
It is used by an activity to store (as output) or retrieve (as input) data objects.

Order-to-cash process, again



The purchase order document serves as an input to the stock availability check. Based on the outcome of this check, the status of the document is updated, either to “approved” or “rejected”. If the order is approved, an invoice and a shipment notice are produced.

Model with information artifacts

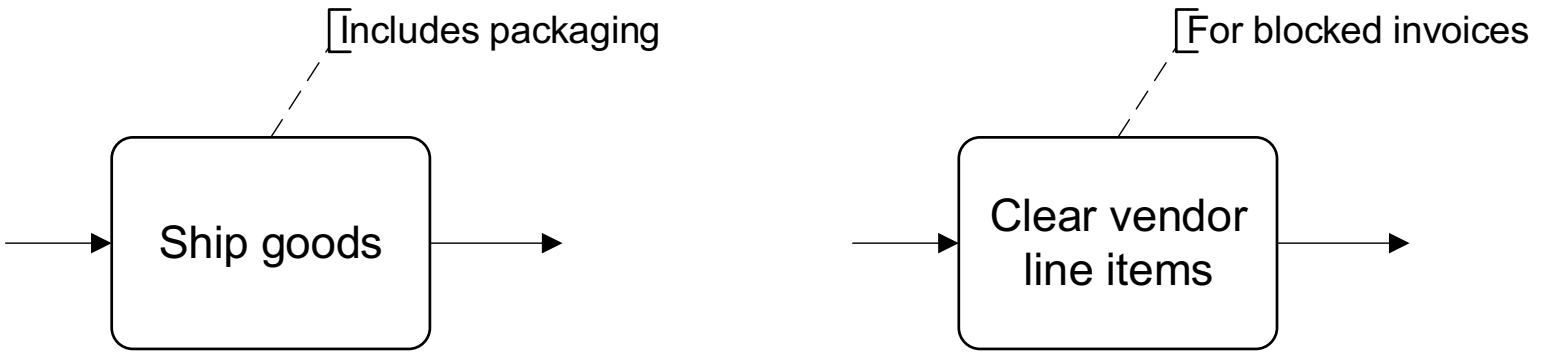


Beware: This diagram is a too detailed. It is for illustration purposes. In practice, try to only model the most important data objects and associations. Keep the model readable.

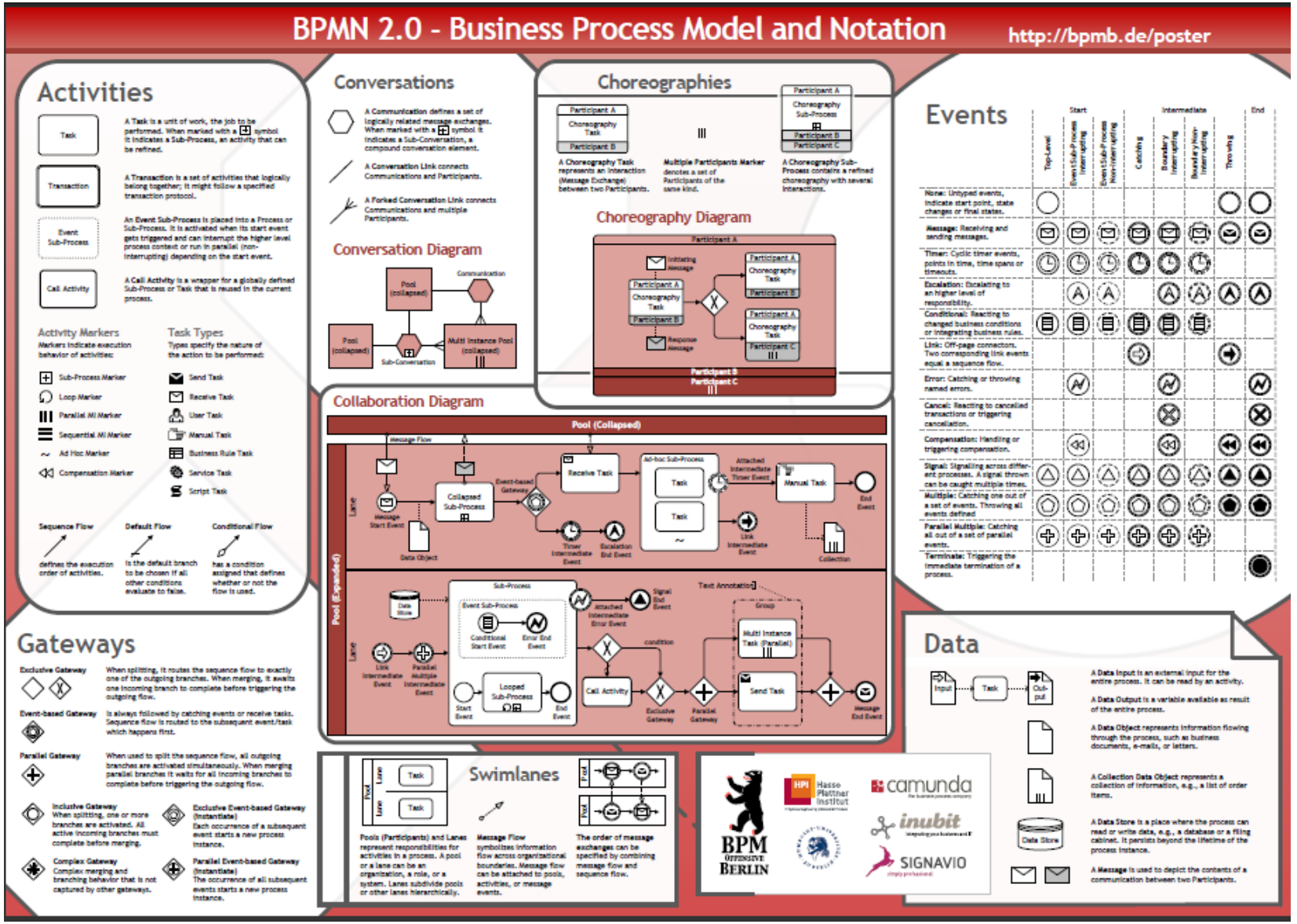
A Final Note: BPMN Text Annotations

A *Text Annotation* is a mechanism to provide additional text information to the model reader

- **Doesn't affect** the flow of tokens through the process



BPMN Poster


BPMN 2.0 - Business Process Model and Notation
http://bpmb.de/poster
Activities
Conversations
Choreographies
Events
Gateways
Data
Swimlanes
Conversation Diagram
Choreography Diagram
Collaboration Diagram
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