

An Introduction to BPMN 2.0

A guide to the core elements within the business process modelling notation

The Three Levels of BPMN

Descriptive Process Models

Suitable for high level modelling – should be comfortable for analysts that have used flowcharts.

Analytic Process Models

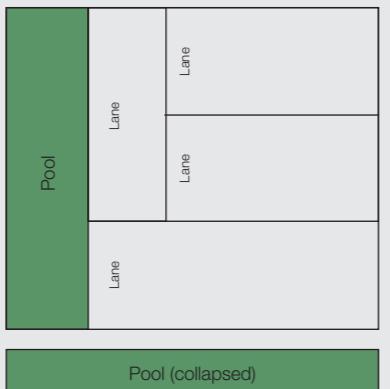
Contains the concepts most commonly used and covered in BPMN training

Common Executable Process Models

Focuses on the elements required for executable process models

Notation: Descriptive Process Models

Pools and Lanes



Events

Start Events

A process commences because something has happened, such as a message received or a date is reached.



None



Time



Message

End Events

A process finishes when an end is reached. Because a process may have several outcomes, there may be multiple end events.



None



Message



Terminate

Gateways

Gateways represent decisions within the process, and control the splitting and merging of sequence flow.

The simplest examples are shown:



Exclusive
Follow only one path

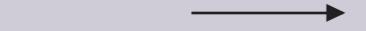


Parallel
Follow all paths

Flow

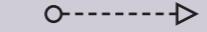
Sequence Flow

The sequential flow of the process between events that occur, activities performed by the lanes and decisions that are made (gateways).



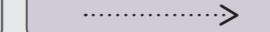
Message Flow

The flow of information as Messages between Participants



Association

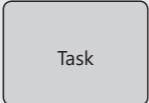
Used to attach artefacts (such as data objects) to activities.



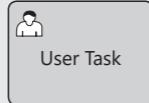
Activities

Tasks

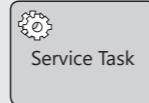
A task is something that a lane (role) does during the process. A task is a granular (atomic) activity that cannot or does not need to be broken down any further.



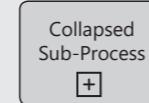
Task



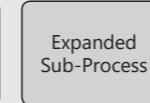
User Task



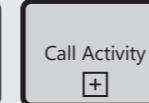
Service Task



Collapsed Sub-Process



Expanded Sub-Process



Call Activity

Sub Processes

A sub process summarises a group of activities, and can be expanded out into further detail. Sub processes can be shown as collapsed (with the [+] symbol), or expanded.

Artefacts



Data Store

A data store is somewhere that the process can read or write data, that persists beyond the scope of the process.



Data Object

Data objects are inputs to and outputs from activities. Data objects could be used to represent documents, data or other objects that are passed between the activities in a process.



Annotation

Annotations allow additional information relevant in documenting the process to be shown on the diagram

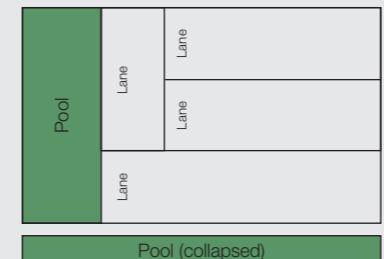


Group

A visual way of informally grouping items on a diagram, for example to highlight an area that requires further analysis.

Notation: Analytic Process Models

Pools and Lanes



Events

Start Events



Immediate Events



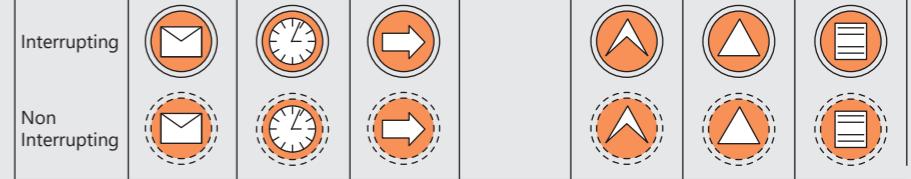
Catching



Throwing



Boundary Intermediate Events (interrupting, non interrupting)



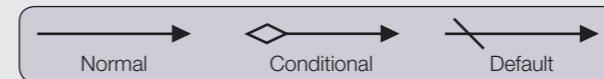
End Events



Flow

Sequence Flow

The flow of the process between events that occur, activities performed by the lanes and decisions that are made (gateways).



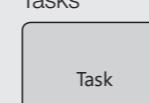
Normal

Conditional

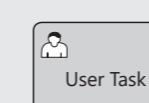
Default

Activities

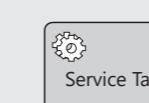
Tasks



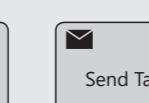
Task



User Task



Service Task



Send Task



Receive Task

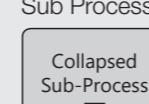


Loop

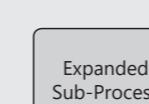


Multiple Instance

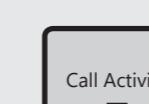
Sub Processes



Collapsed Sub-Process



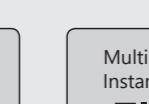
Expanded Sub-Process



Call Activity



Loop



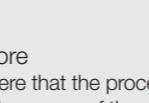
Multiple Instance

Artefacts



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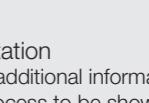


Data Object

Inputs to and outputs from activities, represent documents, data or other objects that are passed between the activities in a process.

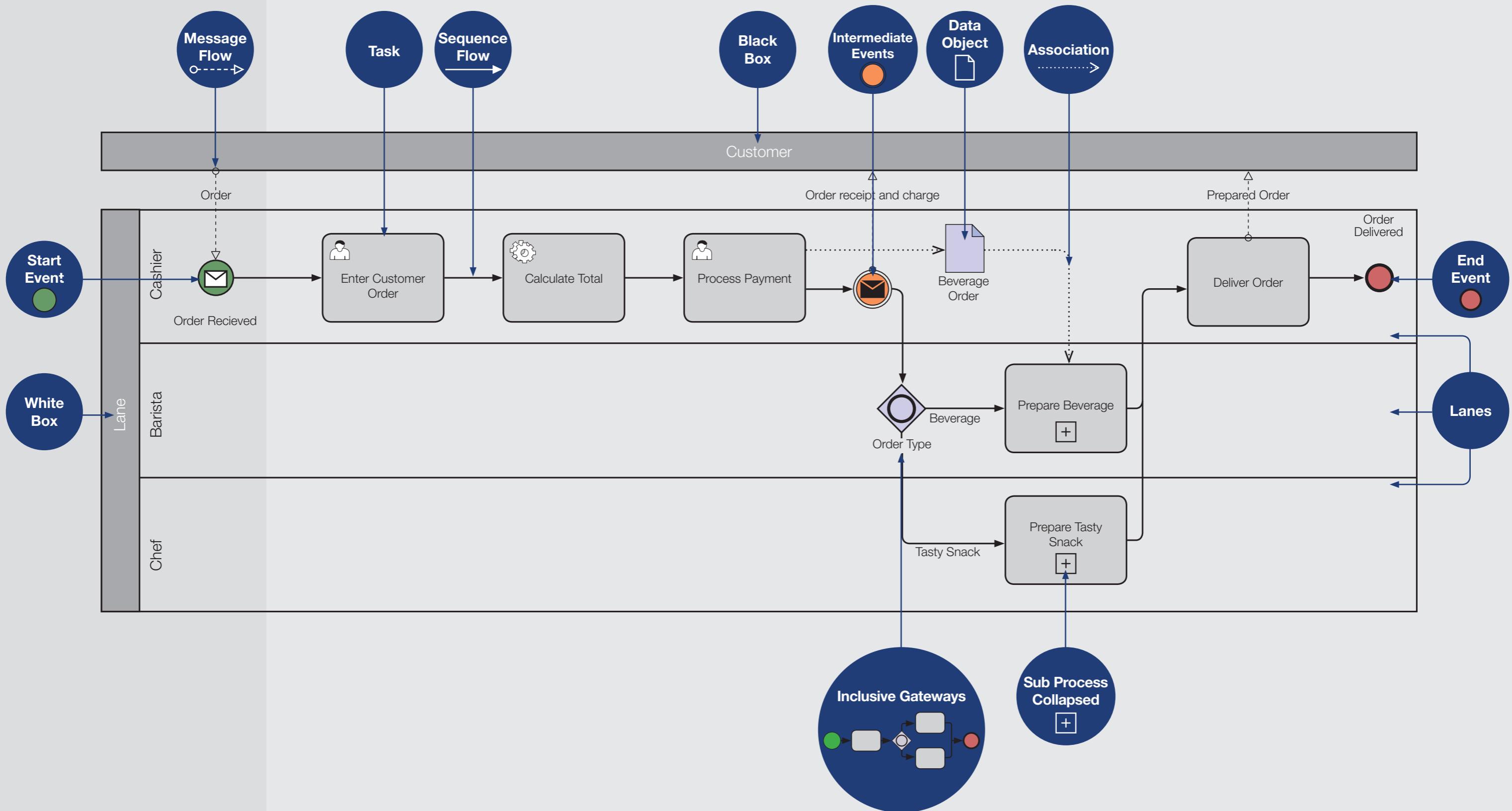


Annotation
Allow additional information relevant in documenting the process to be shown on the diagram



Group

An Introduction to BPMN 2.0



Business Motivation Model Explained: Means

The Business Motivational Model provides a scheme or structure for developing, communicating and managing business plans in an organized manner.

DEFINE THE MEANS TO ACHIEVE THE ENDS

Before you can set out and start putting your plans into actions, you will first need to determine the **Means** to achieve those objectives.

MEANS /

This is an important stage because it elicits whether you are actually prepared to commence, or whether there are organizational changes or investments that need to be carried out beforehand. Ultimately, defining the Means will be an exercise in better understanding what the business is ready to commit to, in order reach the desired ends. The Business Motivation Model defines three types of Means:

THE FIRST TYPE

and it is optional

Mission

It simply describes the enterprise's primary activity.

This can be formulated in a range of ways, from an objectively and straight to the point paragraph, to an inspiring catch phrase –

e.g.

"Spreading the Power of Optimism". The way the mission is defined in more detail further on.

THE SECOND TYPE

Course of Action

A path the organization will follow in support of its goal(s). There are two kinds:

Strategies are major components of the plan to accomplish the mission. They usually span long periods of time, are high-level, and have a decisive influence on the way a business operates. Examples of strategies: "Focus on increasing the customer base in well-established markets", or "Become the only environment-friendly company in our market".

Tactics are low-level courses of action that support one/ several strategies. As opposed to strategies, tactics are narrower in scope and tend to happen in a shorter, well-defined time frame. They are the specific actions that will happen in order to enable the strategy. Here are a few examples: "Provide new customers with a 50% discount on their next purchase", "Offer free delivery for the first month", or "Offer a cash incentive for changing provider".

THE THIRD TYPE

Directives

Govern what courses of action can or should be adopted, and the way in which they may materialize. Another way of looking at it is – they define the playing field for what courses of action are viable and which are unviable:

A **Business Policy** is a directive that has a broad scope and therefore needs to be further interpreted in order to produce actionable results.

A **Business Rule** is a reference to a rule in the operational business. Their role is to make policies applicable, and act as a guide for defining business processes.

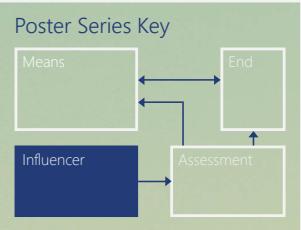


Business Motivation Model Explained: Identifying Influencers

The Business Motivational Model provides a scheme or structure for developing, communicating and managing business plans in an organized manner.

IDENTIFYING INFLUENCERS

When putting together a business motivation model for your enterprise, you will need to account for **Influencers**.



INFLUENCERS

An influencer is any entity that is believed to have the power to affect the organization.

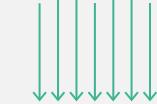


As you might expect, influencers are key to its overall **successful** running.

After all, there is little point in putting together a plan if **management is blatantly ignoring** the very things that will – almost undoubtedly – **influence and alter the eventual implementation**, which is why documenting them is so important.



INTERNAL INFLUENCERS



Reside within the enterprise

THEY MAY BE ANY NUMBER OF THINGS

- The quality of available resources
- To habits present within the organization.

ENTERPRISE

EXTERNAL INFLUENCERS

Are elements outside the enterprise

THE MOST COMMON ONES ARE

Competitors in the marketplace

Regulators

The customers themselves

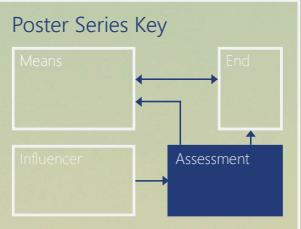
THE MOST COMMON ONES ARE

Business Motivation Model Explained: Assessment of Impacts, Risks & Rewards

The Business Motivational Model provides a scheme or structure for developing, communicating and managing business plans in an organized manner.

ASSESSMENTS ARE CLOSELY RELATED TO INFLUENCERS

This is because influencers ultimately manifest themselves through change, and while some changes may be negligible, others are significant.



WHEN AN INFLUENCER
CAUSES SUCH A CHANGE
THE ENTERPRISE NEEDS
TO MAKE AN ASSESSMENT
OF ITS IMPACT



This involves identifying the potential risks and opportunities afforded by it.

OF COURSE, WITH SUCH A WIDE RANGE OF STAKEHOLDERS WITHIN AN ENTERPRISE

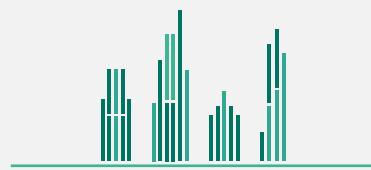


It may be well advised to conduct multiple assessments and account for all the different viewpoints.



AN ASSESSMENT SHOULD TAKE INTO CONSIDERATION EARLIER ASSESSMENTS AND DECISIONS RECORDED IN THE BMM, AS WELL AS ANY OTHER INFLUENCERS THAT ARE CONNECTED TO THE ONE THAT CAUSED THE CHANGE.

Because there is no definitive way of conducting an assessment



Companies are free to make use of any tools they find useful

IT IS GOOD PRACTICE TO INCLUDE IN THE
BMM ASSESSMENT ENTRY REFERENCES
TO THE FACTS SUPPORTING IT

(dashboards, reports, any
commissioned studies etc.),
not the details themselves.

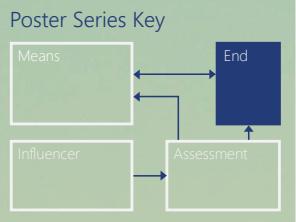
Business Motivation Model Explained: The Ends (Vision and Desired Results)

The Business Motivational Model provides a scheme or structure for developing, communicating and managing business plans in an organized manner.

THE ENDS (VISION & DESIRED RESULTS)

In the BMM, an End refers to a future state in which the organization wishes to find itself; ends constitute targets it is striving to reach.

Ends have three different levels:



THE VISION /

Is a simple and succinct statement of what the enterprise considers itself to be, or desires to be at some point in the future. In order to achieve the vision...

The goals and objectives the enterprise sets for itself must align with the vision.



Otherwise, great costs may be incurred by the organization (bad investments, misallocation of people, misuse of resources etc.), as different departments and initiatives keep contradicting themselves.

THE OTHER TWO TYPES OF ENDS CAN BE THOUGHT OF AS DESIRED RESULTS:

THE FIRST TYPE **GOALS**



Goals are states the business needs to either maintain or meet in the medium to long term. Here are some examples:

"To be one of the top five retailers in the country"

OR

"To become listed on the stock market"

THE SECOND TYPE **OBJECTIVES**

On the other hand there are measurable, time-targeted actions that a company can take in order to reach its goal(s).

For instance, these may be:

"To increase market share in Ireland by 9% by the end of Q3"

"To increase sales in India by 45% this financial year"

"To enter two new European markets this quarter"

etc

Required or expected values of key performance indicators are recorded as objectives, but this doesn't mean every objective is automatically based on KPIs.



The desired results are supported by whatever progress management system the organization has in place.

AGAIN, IT IS RECOMMENDED
THE BMM ENTRY FOR A DESIRED
RESULT LINKS TO THE DETAIL
THAT SUPPORTS IT, AND DOESN'T
CONTAIN THE DETAIL ITSELF.