Standards in Business Modeling and Integration

The BPM – SOA Connection

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Architecture: The Historical Problem

An un-orchestrated response to complexity produces application spaghetti

- Redundant and incompatible connections
- High maintenance when applications change
- Hodgepodge “architecture” riddled with disconnects
- Information inaccessible in timely fashion or at all
- Decreased Productivity
A Service-Oriented Architecture orchestrates your current and future IT topology at a lower TCO

- Its modular design and reusable components
  - Reduce redundancies and incompatibilities
  - Eliminate spaghetti
  - Interoperate with legacy systems

- Allowing
  - Selective retirement at your pace
  - Fast response to requirement changes
  - Timely availability of information
  - Increased Productivity
The integration of heterogeneous services in an SOA is enhanced through the use of open standards

- XML Schema Definition (XSD)
- XML Path Language (XPath)
- Universal Description, Discovery, Integration (UDDI)
- Web Services Interoperability (WS-I)
- Web Services Description Language (WSDL)
- Web Services Security (WS-S)
- Web Services Reliable Messaging (WSRM)
- Web Services Distributed Management (WSDM)
- Security Assertion Markup Language (SAML)
Process: The Historical Problem

Early efforts
- Enterprise Resource Planning
- Enterprise Application Integration
- Business Process Re-Engineering

- Were one-time events
  Not adaptive to change

- Driven by IT
  Without input from the business

- Isolated from the community
  No extension beyond the 4 walls
Process: The BPM Approach

- Modeling notation understood by both business and IT
- Executable models that automate systems with a business focus
- Modular, reusable and interoperable between projects and tools
- IT becomes more aligned and responsive to business changes
The integration of heterogeneous activities in complex processes is enhanced through the use of open standards:

- Business Motivation Model (BMM)
- Semantics for Business Vocabulary and Rules (SBVR)
- Business Process Modeling Notation (BPMN)
- Business Process Definition Metamodel (BPDM)
- Web Service Choreography Description Language (WS-CDL)
- e-Business XML for Business Processes (ebXML ebBP)
- Web Service Business Process Execution Language (WS-BPEL)
- XML Process Description Language (XPDL)
- Production Rules Representation (PRR)
- Business Process Runtime Interface (BPRI)
BMI’s mission is to develop specifications of integrated models that support these areas of business management:

- Business planning and motivation modeling
- Business Process Management
- Business rules
- Business modeling
- Business language and vocabulary

The BPMI Steering Committee educates the broader business community on BMI’s work and refines the focus of BMI efforts.
BMI Standards

Model Driven Architecture (MDA)

- Computation Independent Model
  - BPMN
  - BPDM

- Platform Independent Model
  - BPRI
  - PRR

- Platform Specific Model

- Business Model
  - BMM
  - SBVR
Business Process Modelling Notation (BPMN)
Flow Notation for the Rest of Us

- BPMN 1.0 originally released by BPMI in May, 2004
- Designed for the business analyst, rather than the programmer
- Fast-tracked by OMG. In the finalization process today
  www.omg.org/docs/dtc/06-02-01.pdf
- Currently supported by more than 30 vendor tools
Business Process Diagram Elements

The core set of modeling elements enable the easy development simple Business Process Diagrams that will look familiar to most Business Analysts (who have seen flowchart diagrams)
An activity is work performed within a business process

An activity can be atomic or non-atomic (compound)

Types of activities
- Process
- Sub-Process
- Task.
A Sequence Flow is used to show the order that activities will be performed in a Process.

A Message Flow is used to show the flow of messages between two entities (sender and receiver).

An Association is used to link information and artifacts with flow objects.
BP Diagram Elements: Events

<table>
<thead>
<tr>
<th>Events</th>
<th>Start</th>
<th>Intermediate</th>
<th>End</th>
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</thead>
<tbody>
<tr>
<td>Message</td>
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<tr>
<td>Timer</td>
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<td>Terminate</td>
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<td>Multiple</td>
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</table>

- An Event is something that “happens” during the course of a business process.
- Events affect the flow of the Process and usually have a trigger or a result.
  - Starting, interrupting, or ending the flow.
Business Process Definition Metamodel (BPDM)
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- BPDM is an OMG work in progress
  www.omg.org/docs/bmi/05-12-01.pdf
- Submission in August 2004 by six vendors
  Adaptive, Borland, Data Access Technologies, EDS, IBM, 88 Solutions
- BPDM is designed to provide a common semantic representation for BPMN and a number of other process description languages
BPDM Promotes Interoperability

- Provides a common BPMN serialization mechanism
- Provides a common semantic for process modeling
- Mappings for many standards
  - BPMN
  - OASIS
  - WS-BPEL (Business Process Execution Language)
  - ebXML ebBP (XML for e-Business Processes)
  - W3C
  - WS-CDL (Web Service Choreography Description Language)
  - WfMC
  - XPDL (XML-based Process Description Language)
**Orchestration Process** models

- Are action-oriented. They perform transformations
- Are under the exclusive control of a business entity

*The workflow*

Defines dependencies between process parts owned by the controlling business entity

**Collaboration Process** models

- Are not action-oriented. They perform communication
- Are not under the exclusive control of a business entity

*The workflow*

Defines dependencies between interfacing parts not owned exclusively by any one of the participants
BPDM Supported Models

Orchestration Process

Supplier

Order Entry → Order Preparation → Order Delivery → Billing

Control Flow

Carrier

Message Flow

Shipment Order

Control Action

Billing

Acknowledgment
Semantics for Business Vocabulary and Rules
SBVR is in OMG’s finalization process
www.omg.org/docs/dtc/05-11-01.pdf

Submitted as a response to the 2003 OMG RFP
Business Semantics of Business Rules

SBVR is a metamodel that provides an XMI representation for business rules, facts and concepts
SBVR is Fact-Based

- A fact is a proposition taken to be true by the business
  - The business acts as if it believes the proposition is true

- An existential fact simply asserts the existence of an individual
  - e.g. there is a Country that has the CountryCode ‘US’

- An elementary fact is a declaration
  - Either, that an object has a property
    (e.g. The Country named ‘Australia’ is large)
  - Or, that one or more objects participate in a relationship
    (e.g. The Prime Minister named ‘John Howard’ was born in the Country named ‘Australia’)
  - Where the fact cannot, without information loss, be split into simpler facts with the same objects

- Population facts are restricted to existential or elementary facts
SBVR Promotes Reuse

- Captures business facts and business rules that may be expressed either informally or formally
  - Rules built on facts built on concepts, expressed by terms
- Defines instances of the SBVR metamodel as business vocabularies suitable for a particular organization
  - These vocabularies map rules, facts and concepts from their natural language expression to MOF-compliant artifacts
- Shared among
  - Other parts of an organization
  - An organization’s business partners
- Provides structured, rigorous and consistent input for application and process requirements
- Supports levels of rule enforcement
Sub-communities may use different natural languages and specialized vocabularies

Body of Shared Meanings
- Concepts (including Fact Types) and Business Rules
  - underpins

Semantic Formulation
- Abstract formulation of semantics
  - structured as

Business Representation
- Representation of Body of Shared Meanings in Business Vocabulary
  - represented as

Community

Formal Logic
- First-Order Predicate Logic with some (limited) extensions
  - underpins
Figure C.1 - UML/MOF model created for part of EU-Rent English Vocabulary
Business Motivation Model (BMM)
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- Adopted by OMG at their Tampa meeting in Feb 2006
  www.omg.org/docs/bmi/05-12-03.pdf
- Used in business modeling projects the US, UK and Switzerland
- Originally published by the Business Rules Group in Nov 2000
- First BMM version presented to OMG in March 2004
BMM Provides Structure

- Captures business strategy elements
  - Vision, mission, goals, objectives, tactics, influences and policies
- Maps to relevant elements in other business models
  - Rules, processes and organization units
- Helps to justify why a business has its business rules and concepts
- Helps to organize business plans and to monitor their effective execution
BMM Supports Regulatory Compliance

- Captures, centralizes and organizes
  - Corporate and legal guidelines
  - Business policies
  - Corporate behavior influencers
  - Operational risks
- Audits information
  - Lineage
  - Stewardship
  - Quality
BMM Supports Business Rules

- **Rules in BMM**
  - Are actionable and followed by people
  - Can be broken and require enforcement mechanisms
  - Are not necessarily automated
    
    *Perhaps cannot be automated*

- **A static constraint** imposes a restriction on what fact populations are possible or permitted
  - e.g. Each Employee was born on at most one Date.

- **A dynamic constraint** imposes a restriction on transitions between fact populations
  - e.g. a person’s marital status may change from single to married, but not from divorced to single
BMM Promotes Readiness

- Enables the business to react to changes in the environment
  - e.g. Regulatory requirements
- Provides the business to insight to determine strategic moves
  - Maintain current position, withstanding threats and risks
  - Expand to new products/territories while retaining current business model
  - Create new business models
Business Motivation Model Diagram

**Means**
- Mission
  - made operative by
  - composed of

**Course of Action**
- Strategy
  - implemented by
- Tactic
  - implemented by
  - effect of

**Directive**
- Business Rule
  - derived from
- Business Policy
  - composed of

**Influencer**
- External Influencer
  - Environment
  - Technology
  - Regulation
  - Supplier
  - Customer
  - Competitor
  - Partner
- Internal Influencer
  - Corporate Value
    - Explicit
    - Implicit
  - Infrastructure
  - Issue
  - Assumption
  - Resource
  - Habit

**Assessment**
- Strength
- Weakness
- Opportunity
- Threat

**Potential Impact**
- Risk
- Potential Reward

*Assessment: a judgment that an Influencer affects the employment of Means or the achievement of Ends*
BMI Standards
Promote Interoperability

Model Driven Architecture (MDA)

Business Model

Computation Independent Model

Platform Independent Model

Platform Specific Model
BPMS = BPM + SOA = The Agile, Business-Driven Arch

1. Diagram the flow as an orchestration of services – Process activities send, receive messages.

4. Make model executable by binding to an adapter, protocol, and endpoint. Map process variables to request, response schemas.

2. “Introspect” resource methods, events using integration adapter provided by BPMS. Select method to be invoked by adapter. BPMS creates integration component/service with input, output parameters defined as request/response schemas.

3. Define data transformations between process variables and request, response schemas (requires extensions in BPEL).
BPMS = BPM + SOA =
The Agile, Business-Driven Arch

- Process-Driven SOA connects back-office and partners
- Standards-centered approach promotes interoperability
- IT TOC is minimized and market responsiveness is maximized
To Learn More

- Attend BMI and BPMI TC meetings
  - April 24-28 in St. Louis, MO
- Attend BPM Think Tank
  - May 23-25 in Arlington, VA
- Visit www.bpmi.org

Thank You