

The Next Decade of BPM

Social

Visible

Turbulent

"We have been going out of business for 40 years"

Alan Mulally, CEO, Ford Motor Company



40 years....

IBM SYSTEM/360

On April 7, 1964
the entire concept
of computers
changed.

Now one new computer fills all your data processing needs

You can easily increase the size of SYSTEM/360 when your business grows or you want to add new applications.

You don't have to revise most of your programs. You don't have to switch to new input and output devices.

Any program that works on the smallest configuration can work on the largest.

Same goes for the programming systems. The simplest operating system, the simplest language translator or object program can work on any SYSTEM/360.

Same goes for input and output devices. Any printer, tape, storage unit, reader or terminal that works in a small configuration works in a larger one. You choose what you need now. You add new components when you need them.

This is true from the smallest configuration to the largest configuration.

SYSTEM/360 solves today's problems. And it expands to solve tomorrow's problems, too.

It cuts today's costs...and it will also cut tomorrow's. There's never been a system quite like it.

IBM
DATA PROCESSING



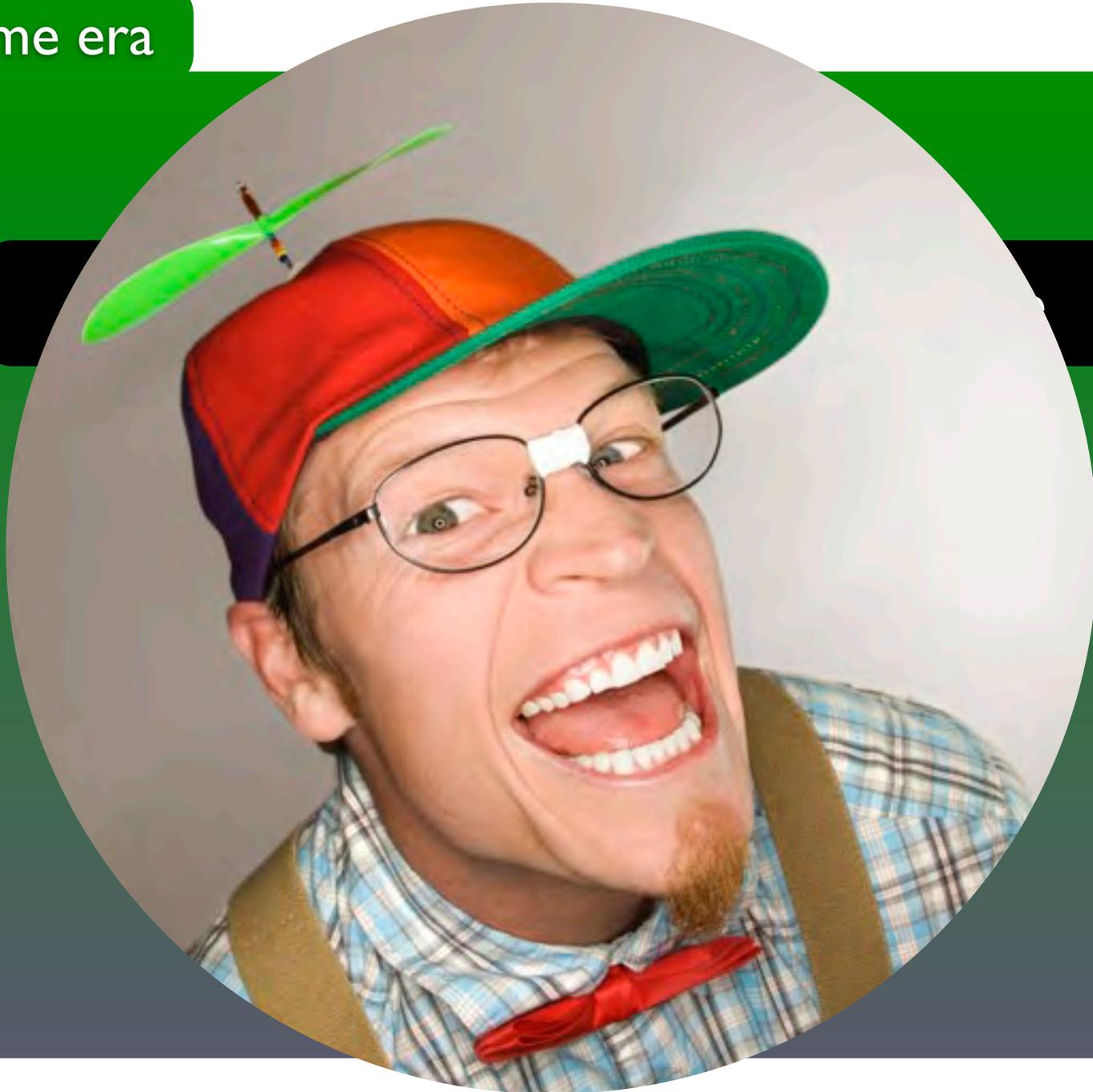
Mainframe era

Stability without agility

Design-time

Run-time

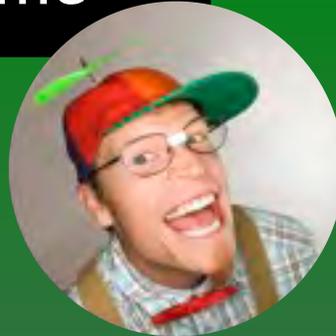
Mainframe era



Mainframe era

Stability without agility

Design-time



Run-time



Data model:	Code-driven, custom, complex, shared
Business logic:	Silo'd, code-driven
System interfaces:	I:I interfaces
User interfaces:	Code-driven, complex, silo'd
Data type:	Primarily structured data
Enterprise scale:	High



UN
RESOLUTION

RESOLUTION
1541 (XV)
1960



UN RESOLUTION

UN



Mainframe era

Excel era

Agility without stability

Design-time

Run-time

Mainframe era

Exc

Agility

Stability

Design-time

Run-time



Mainframe era

Excel era

Agility without stability



Design-time



Run-time

Data model:	App-like, simple, silo'd
Business logic:	Silo'd, <i>ad hoc</i> (email-based) routing
System interfaces:	None
User interfaces:	Simplistic, silo'd
Data type:	Primarily structured data
Enterprise scale:	Low

Mainframe era

Excel era

ERP!

Agility without stability

Design-time



Run-time



Data model:	App-like, simple, silo'd
Business logic:	Silo'd, <i>ad hoc</i> (email-based) routing
System interfaces:	None
User interfaces:	Simplistic, silo'd
Data type:	Primarily structured data
Enterprise scale:	Low



We look for companies doing Oracle installations because we know they'll probably go bankrupt soon and then we can buy them on the cheap. **ERP installations are our acquisition pipeline.**



— Senior Executive, Manufacturing roll-up
(US\$14b in 2007)

ERP!

Mainframe era

Excel era

Agility without stability

Design-time



Run-time



Data model:	App-like, simple, silo'd
Business logic:	Silo'd, <i>ad hoc</i> (email-based) routing
System interfaces:	None
User interfaces:	Simplistic, silo'd
Data type:	Primarily structured data
Enterprise scale:	Low

Mainframe era

Excel era

ERP!

Email!

Agility without stability

Design-time



Run-time



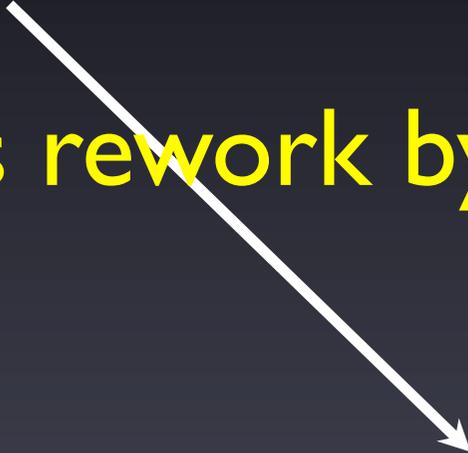
Data model:	App-like, simple, silo'd
Business logic:	Silo'd, <i>ad hoc</i> (email-based) routing
System interfaces:	None
User interfaces:	Simplistic, silo'd
Data type:	Primarily structured data
Enterprise scale:	Low

Profit Per Employee

The #1 ROI of BPM

40%

BPM reduces rework by up to 35%



5%

Mainframe

Excel era

BPM era

Agility with stability

Design-time

Run-time

Mainframe

Excel era

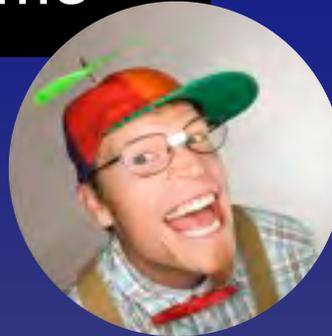
BPM era

Agility with stability

Design-time



Run-time

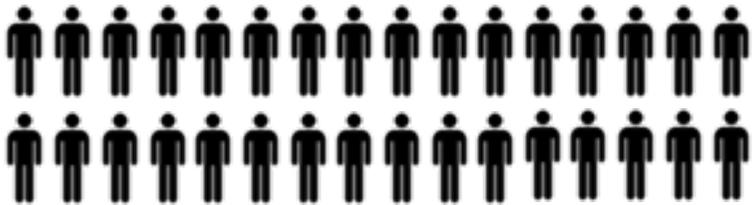


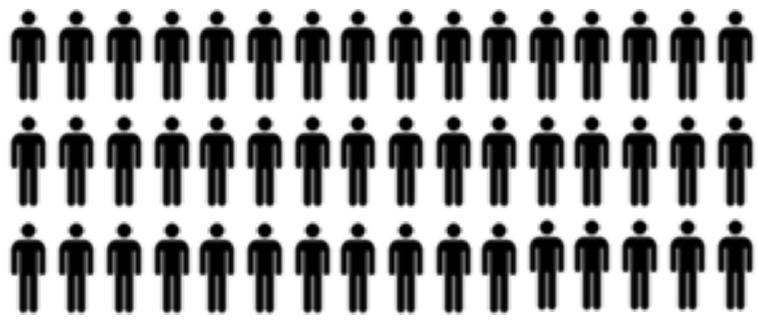
Data model:	Parameter-driven, custom, simple, shared
Business logic:	Parameter-driven, custom, shareable
System interfaces:	Shared interfaces
User interfaces:	Parameter-driven, simple, shared
Data type:	Both structured & unstructured
Enterprise scale:	High

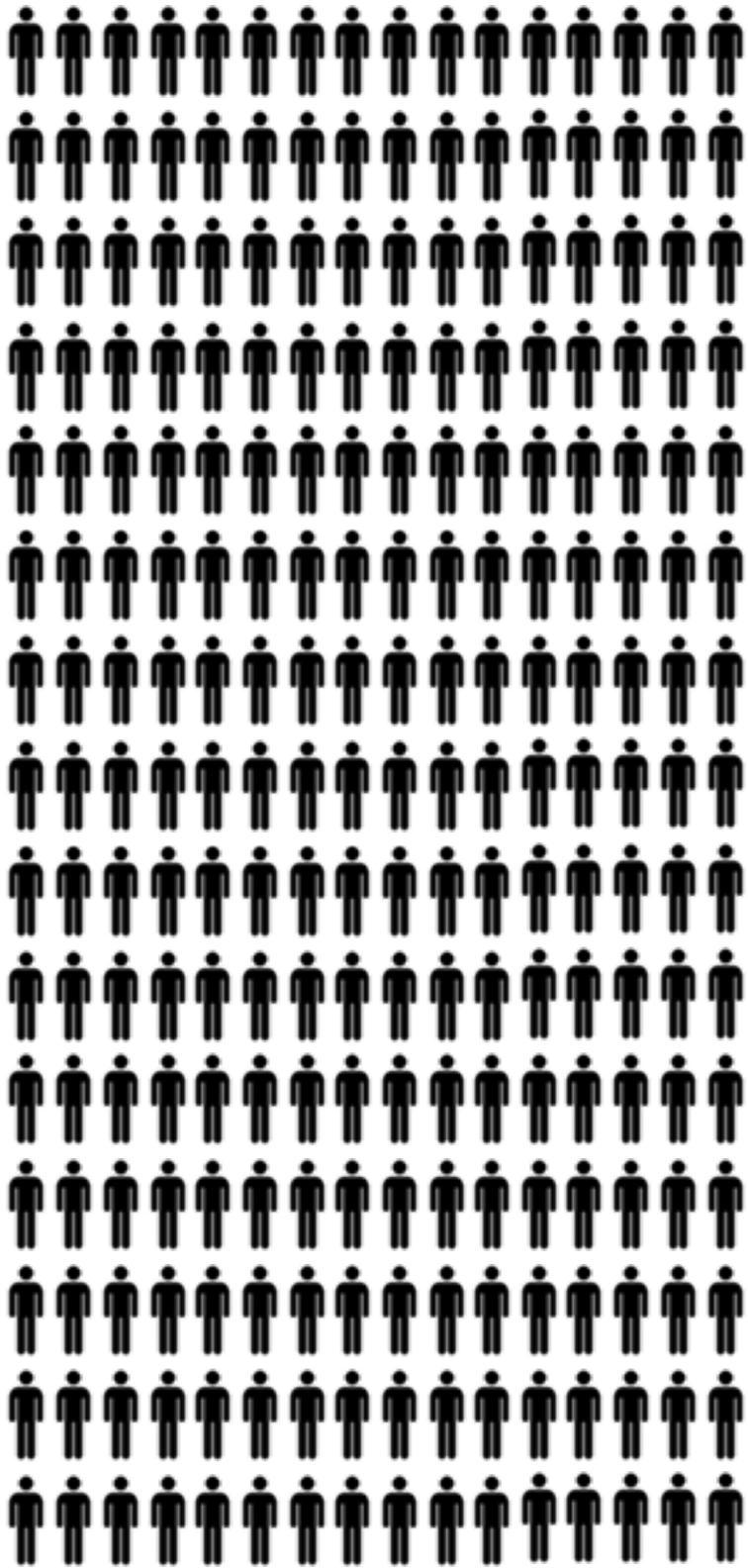


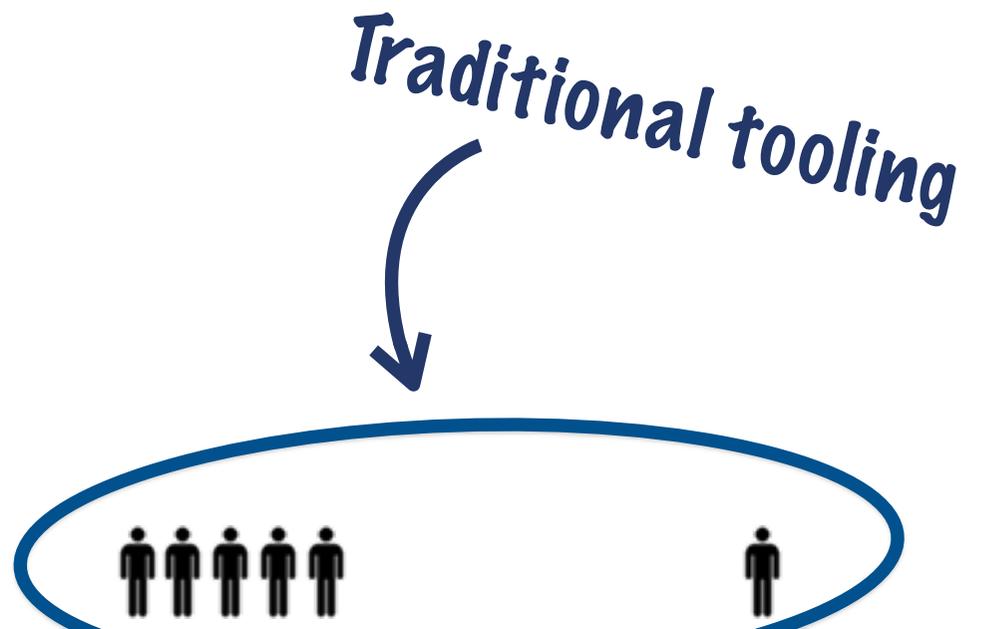
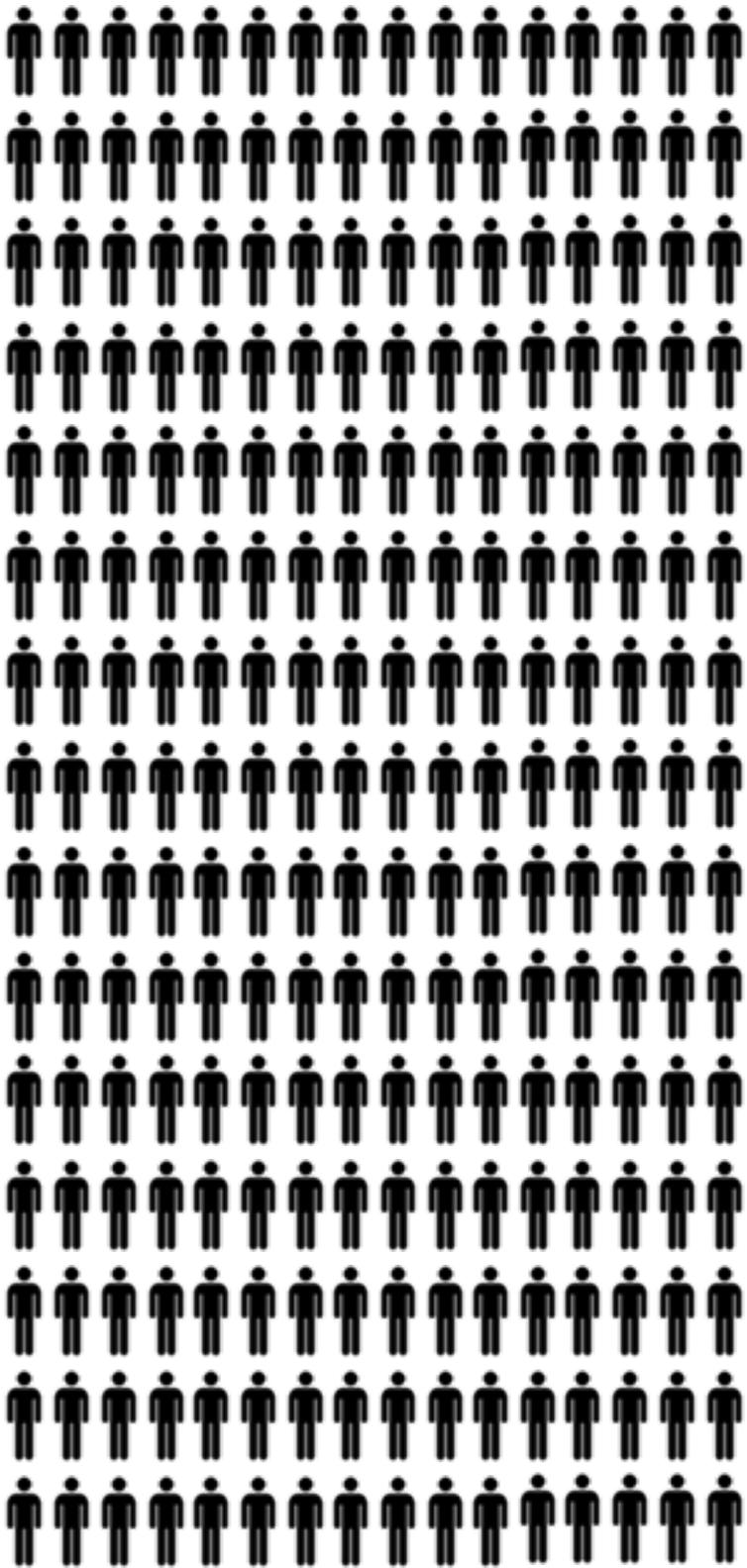


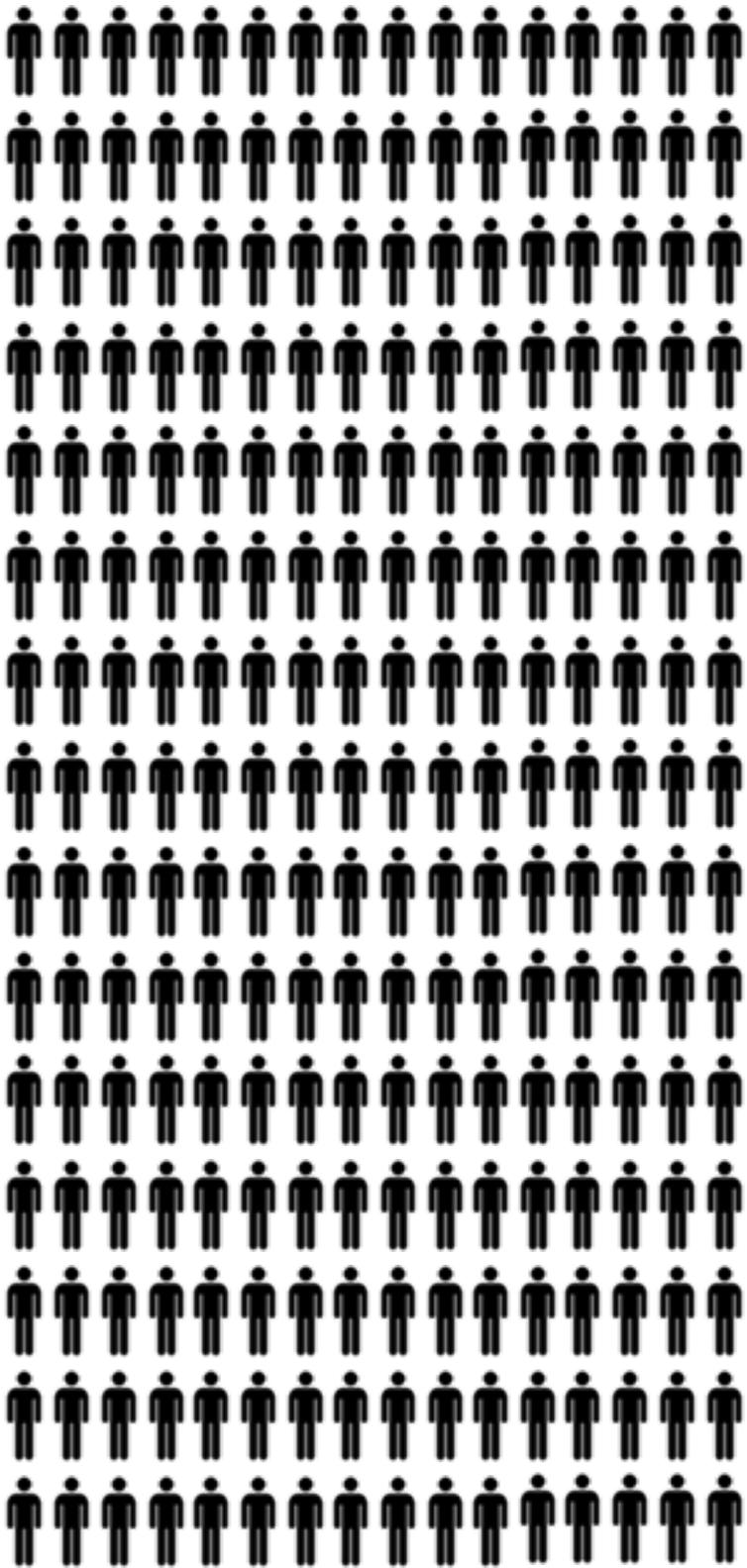






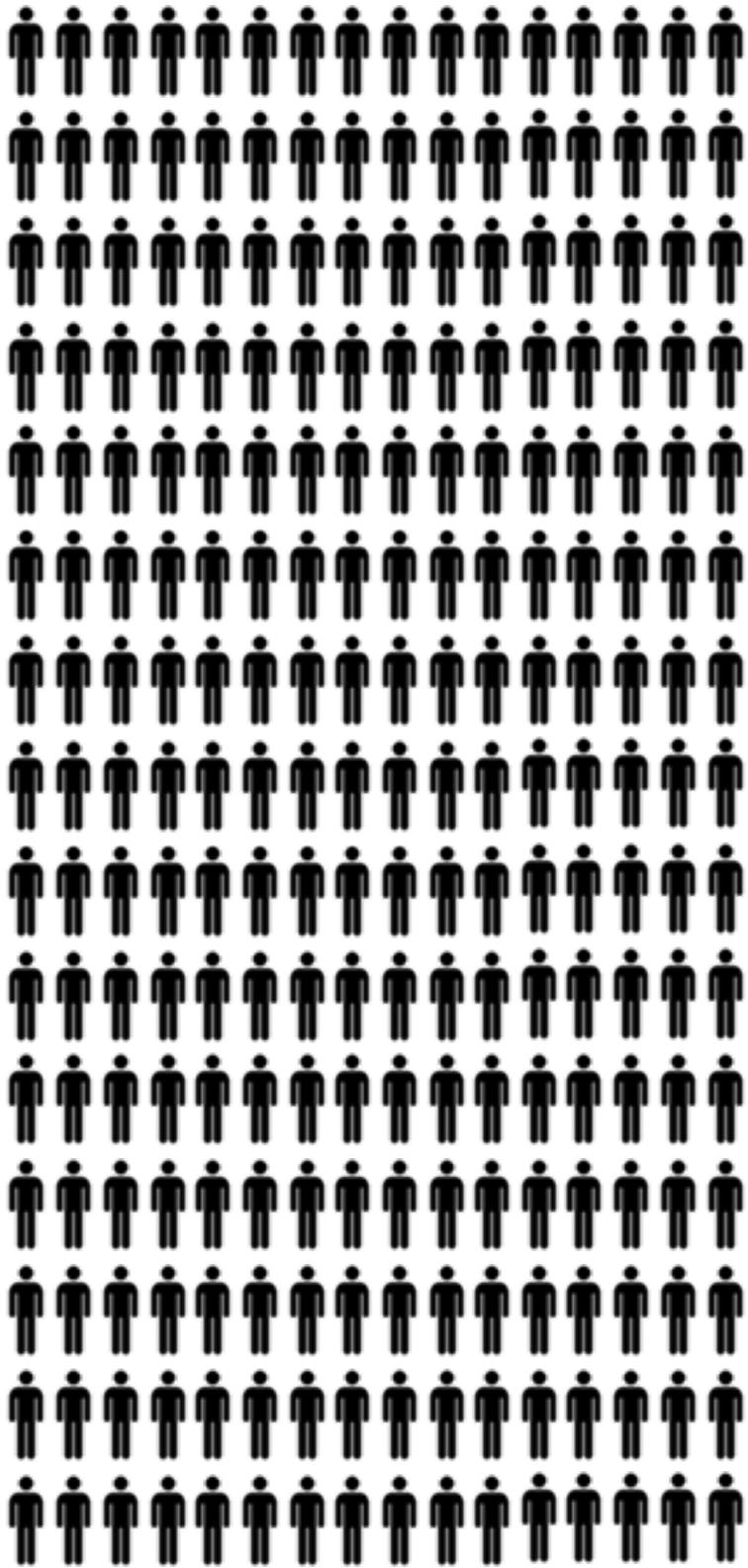


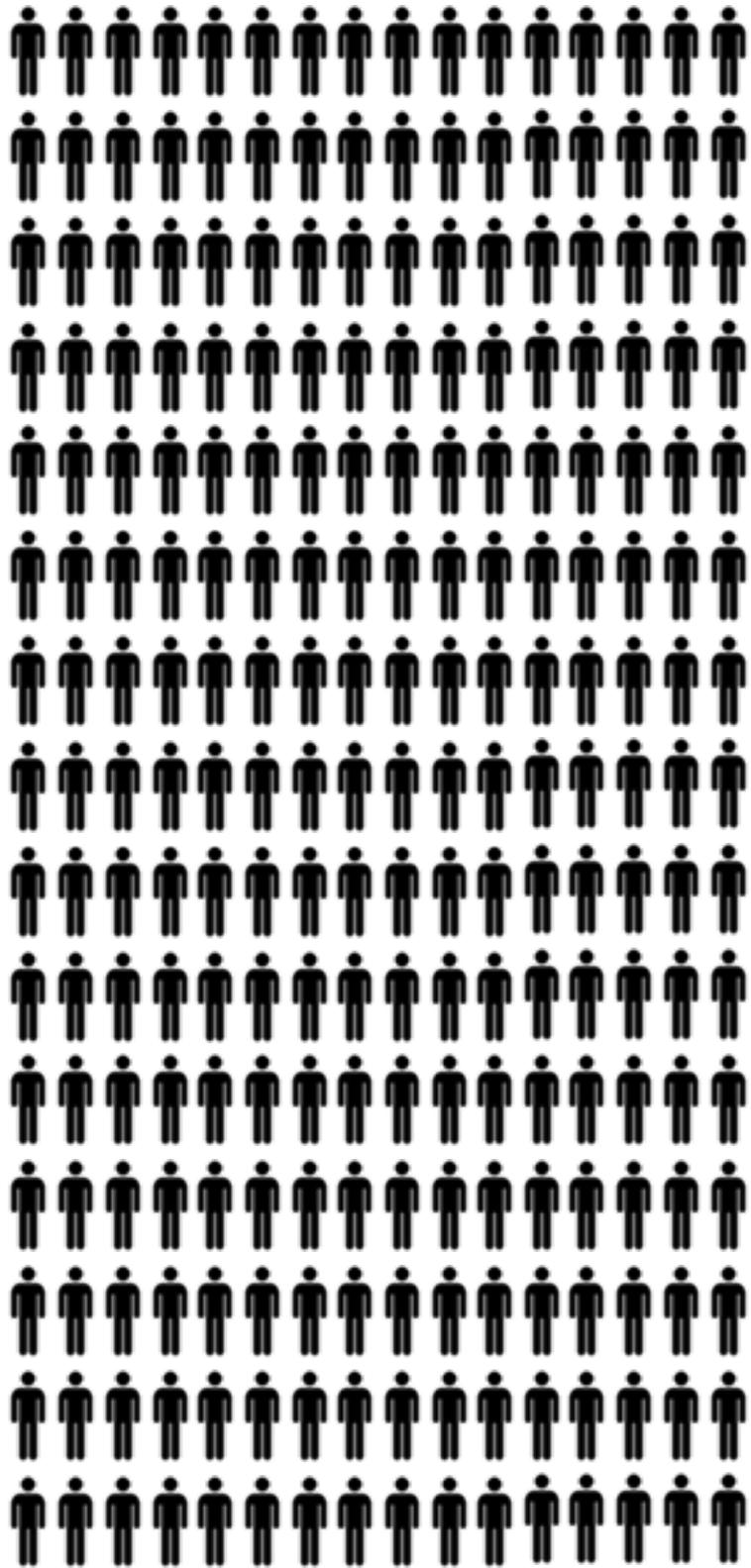




BPM: Scaling the New Social









Sheryl Sandberg

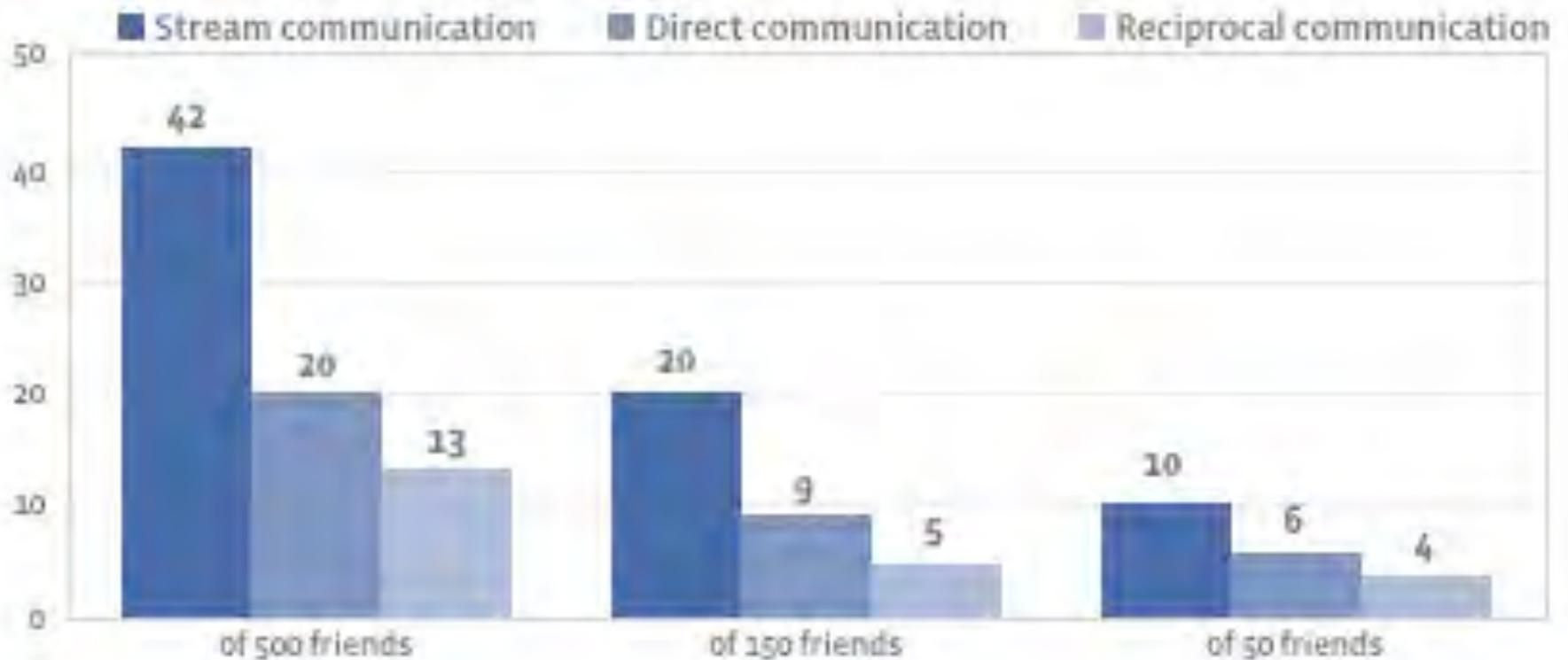
COO Facebook



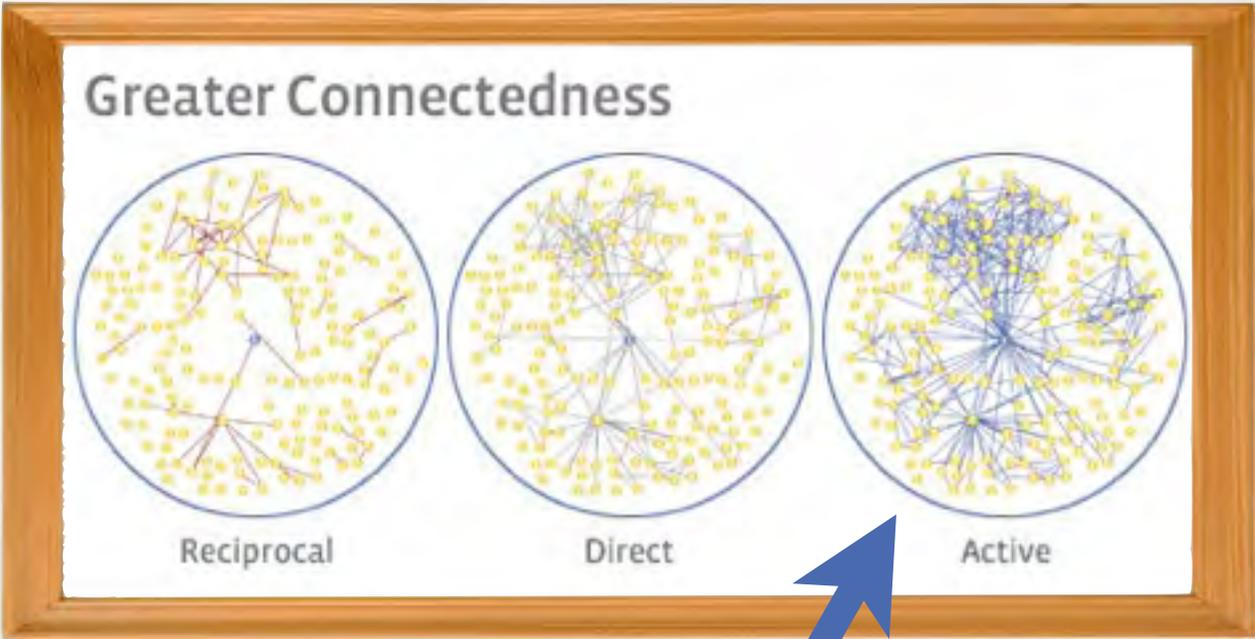
what she saw at
the revolution

Scale of the Stream

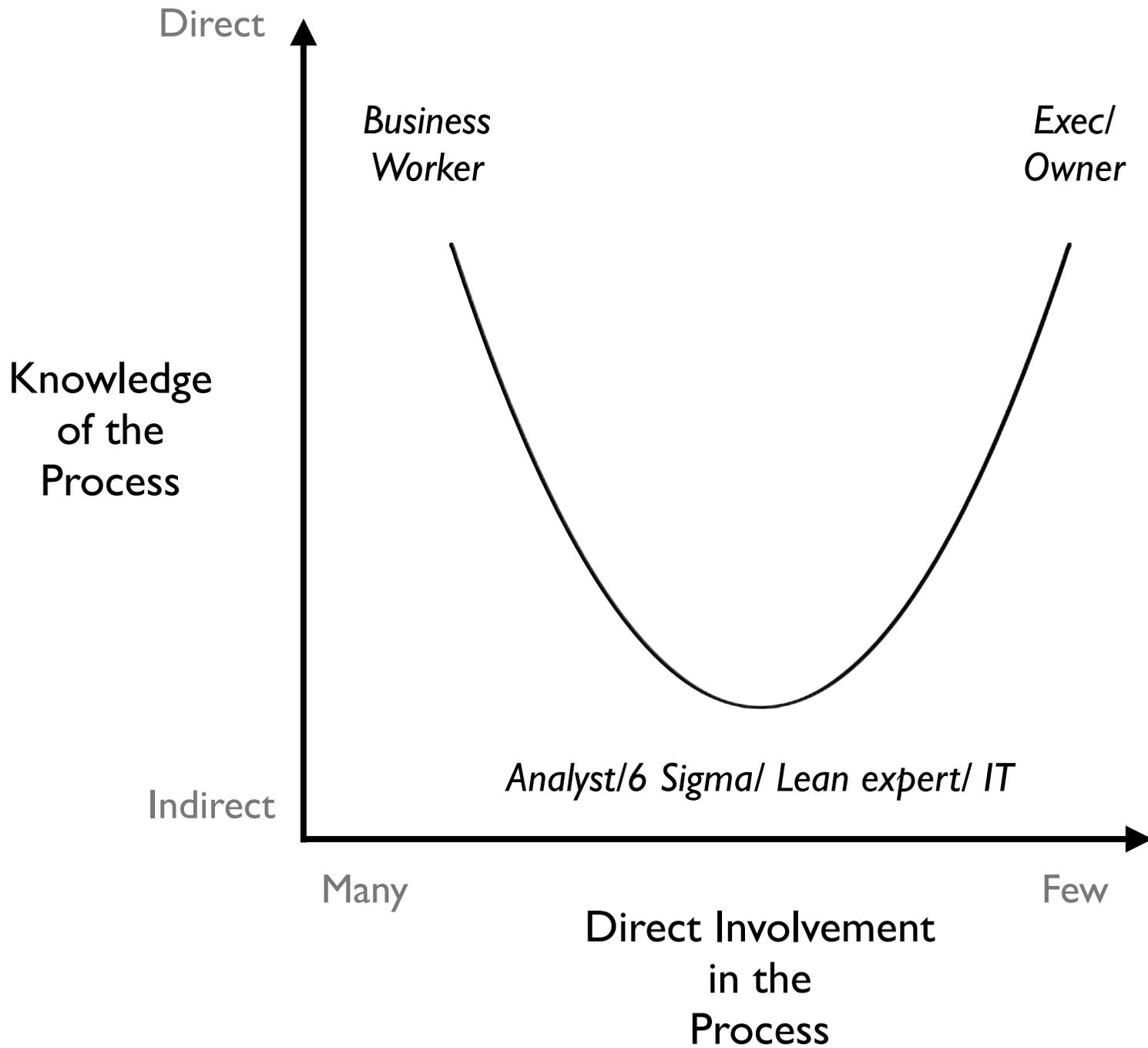
2x increase in active network

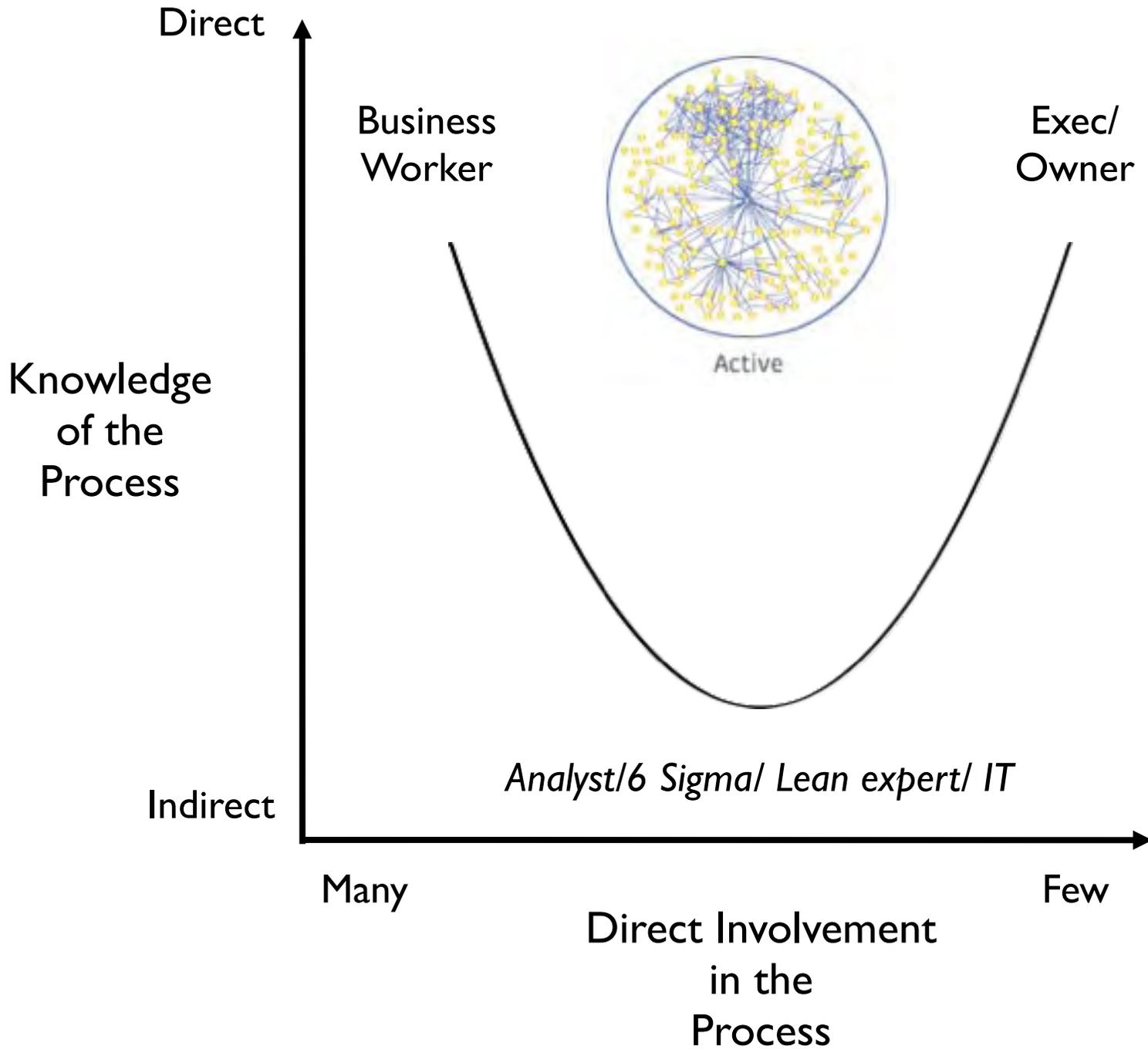


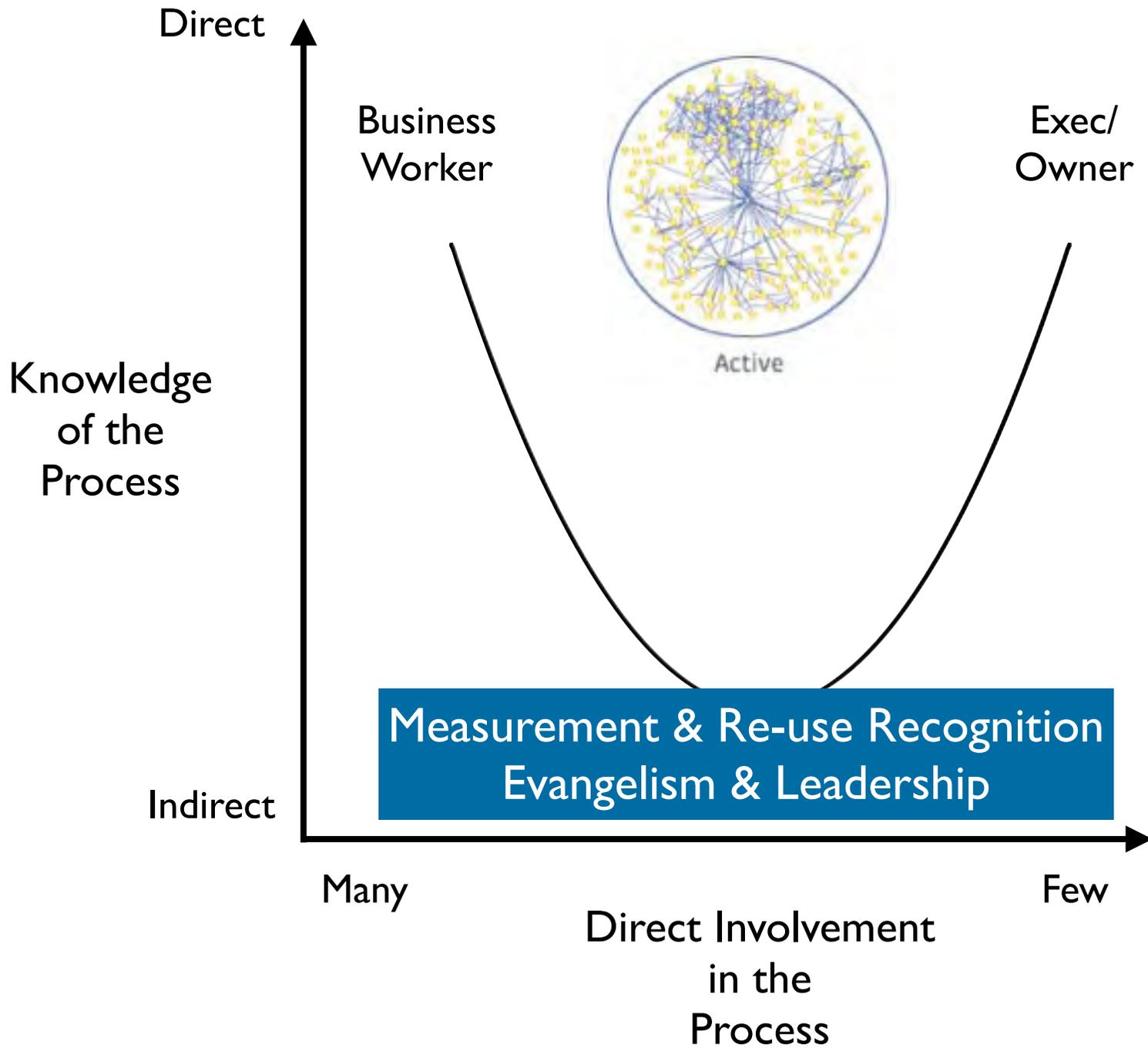
Stream contact is 3x - 4x direct contact



The velocity of communication increases dramatically from the stream







▼ THINGS I'M FOLLOWING

Processes

Spaces

Activities

Values

Posts

Work

ALL



Employee Onboarding



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Onboard a New Employee



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New IT Purchase Request



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HR Employee Review



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New Hire Approval



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Submit Request



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▼ THINGS I'M FOLLOWING

Processes

Spaces

Activities

Values

Posts

Work

ALL

➤ Employee Onboarding ▾ ★
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▶ Onboard a New Employee ▾ ★
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▶ New IT Purchase Request ▾ ★
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▶ HR Employee Review ▾ ★
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▶ New Hire Approval ▾ ★
last modified by Craig Moser on 7/4/10 at 2:25 PM

▶ Submit Request ▾ ★
last modified by Craig Moser on 7/4/10 at 2:25 PM

Following anything that affects you!

“

**BPM is challenging our
fundamental business
model.**

”



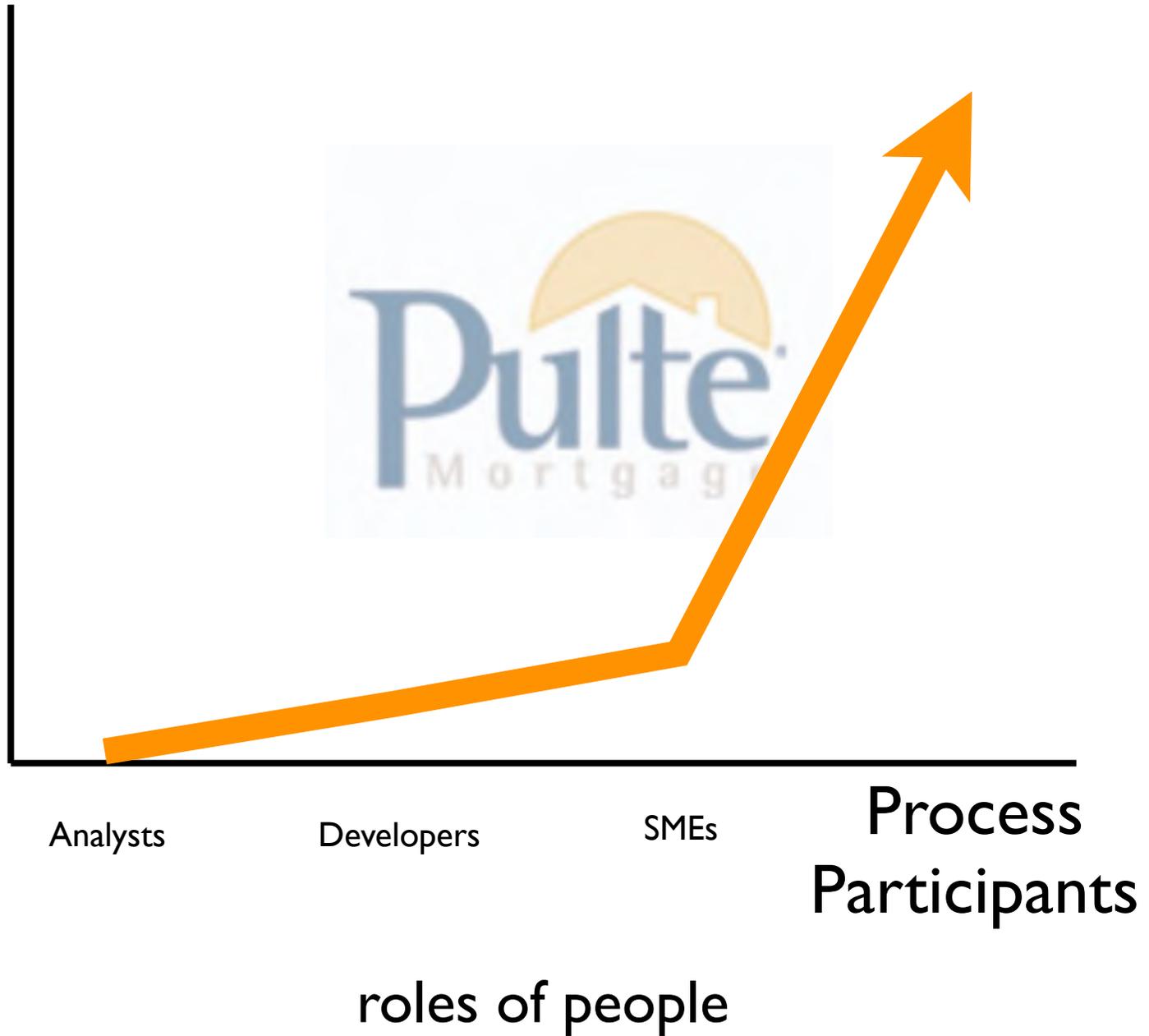
— Gary Ives, SVP Office of Strategic Management, Pulte Mortgage
(US\$20b in 2007 Mortgages)

of people who consume BPM



roles of people

of people who consume BPM



MY YEARS WITH GENERAL MOTORS

Alfred P. Sloan Jr.

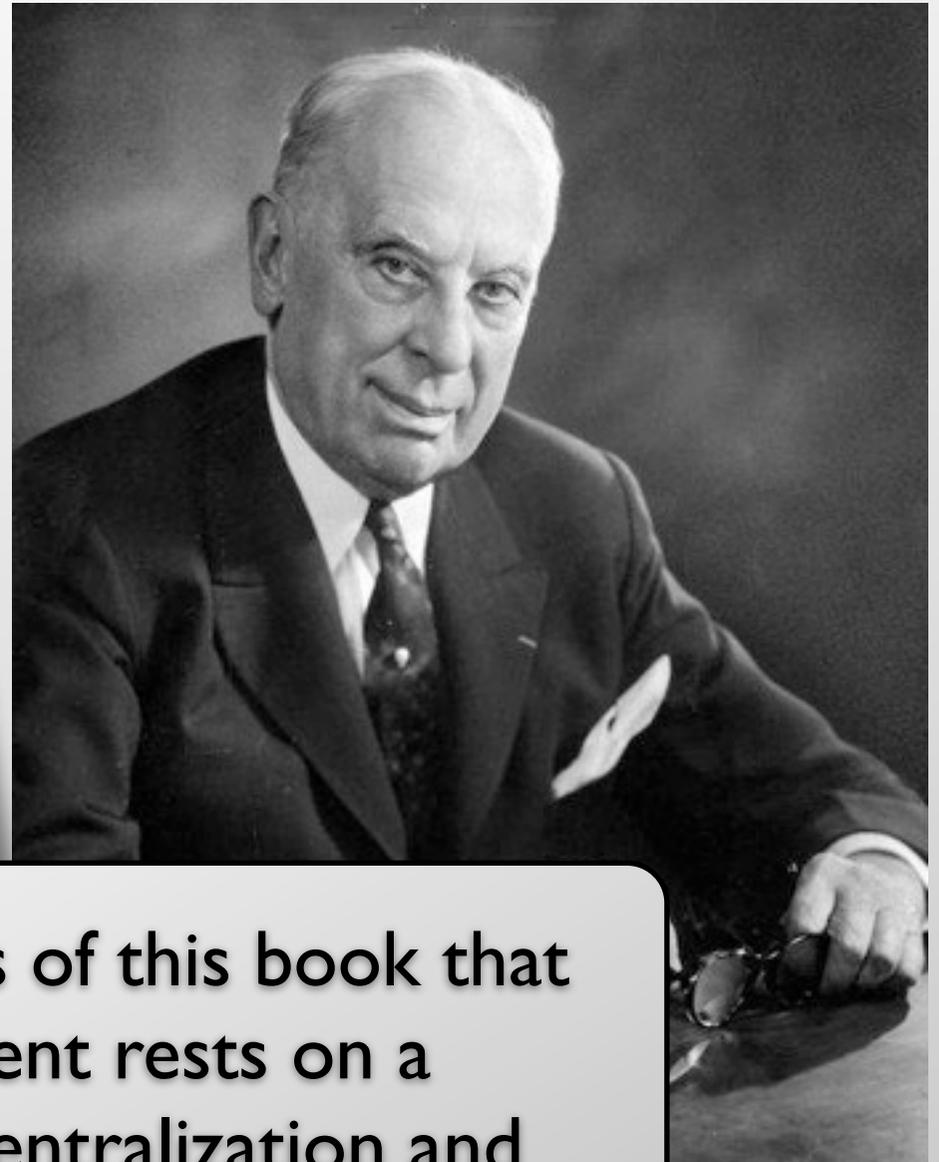


EDITED
BY FORTUNE'S
JOHN McDONALD
WITH
CATHARINE STEVENS



MY YEARS WITH GENERAL MOTORS

Alfred P. Sloan Jr.



“It has been a thesis of this book that good management rests on a reconciliation of centralization and decentralization, or ‘decentralization with co-ordinated control.’”

JOHN McDONALD
WITH
CATHARINE STEVENS

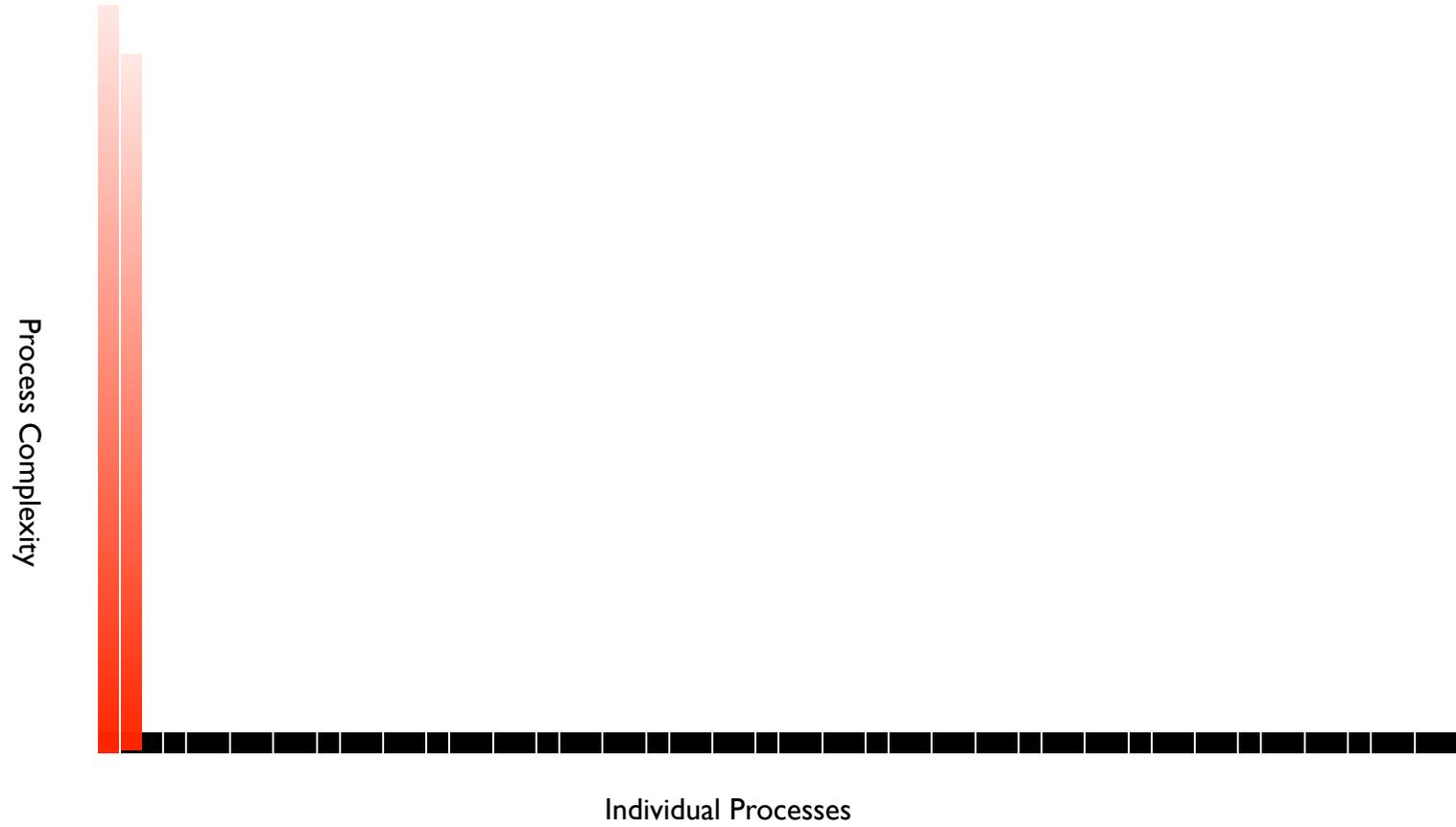
Individual Processes



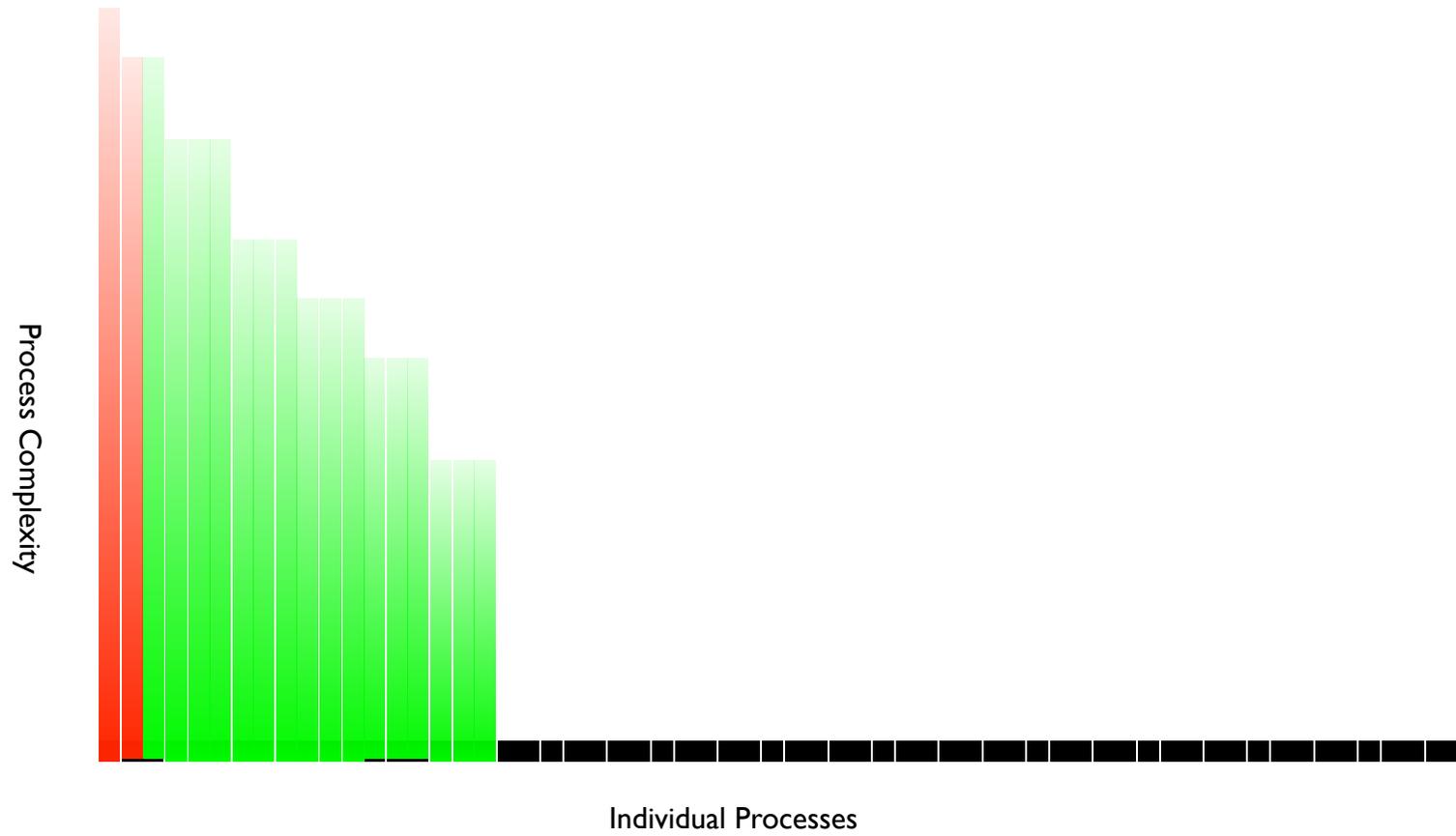
Individual Processes



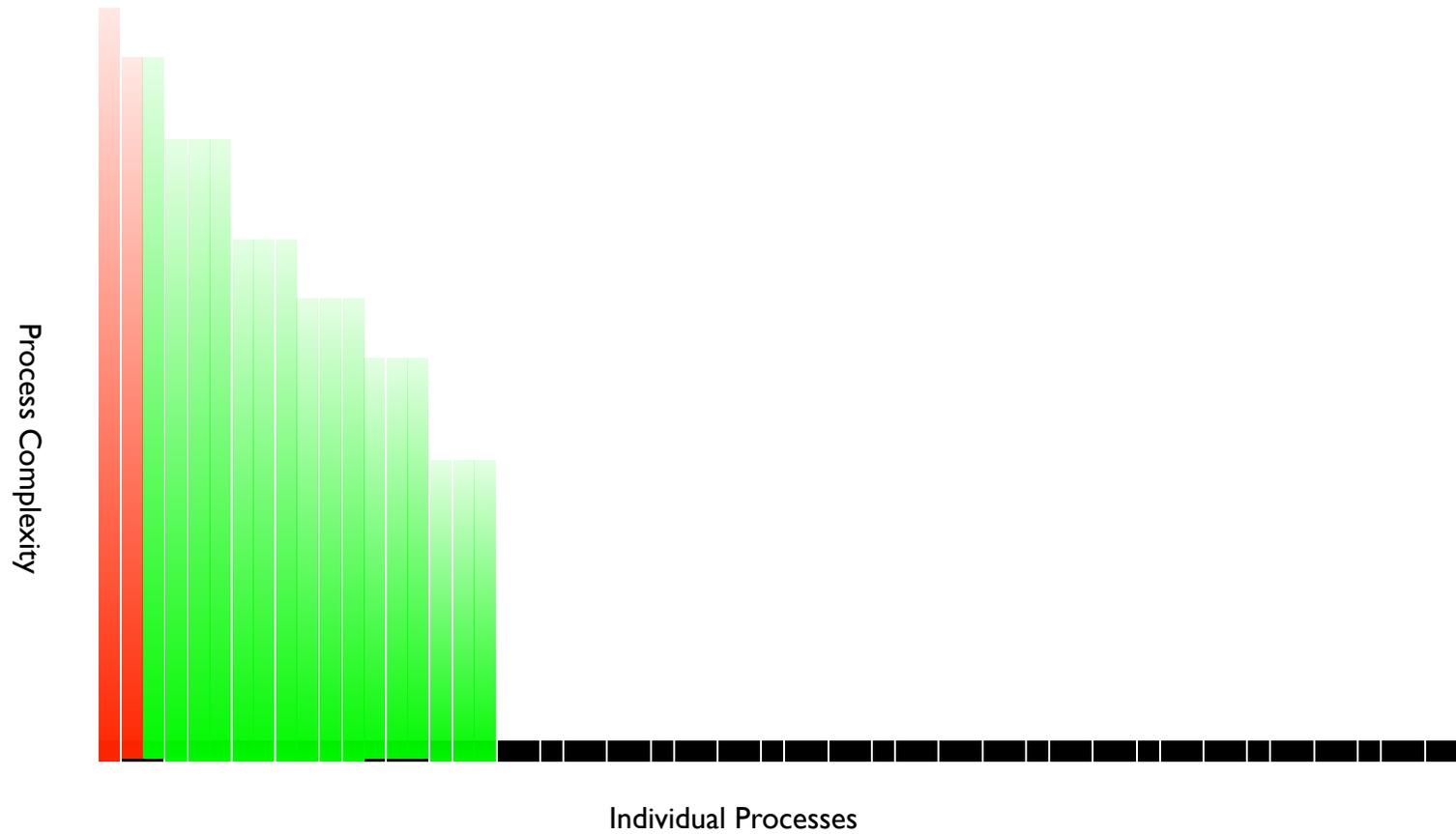
Individual Processes



 Highly complex processes (global enterprises)

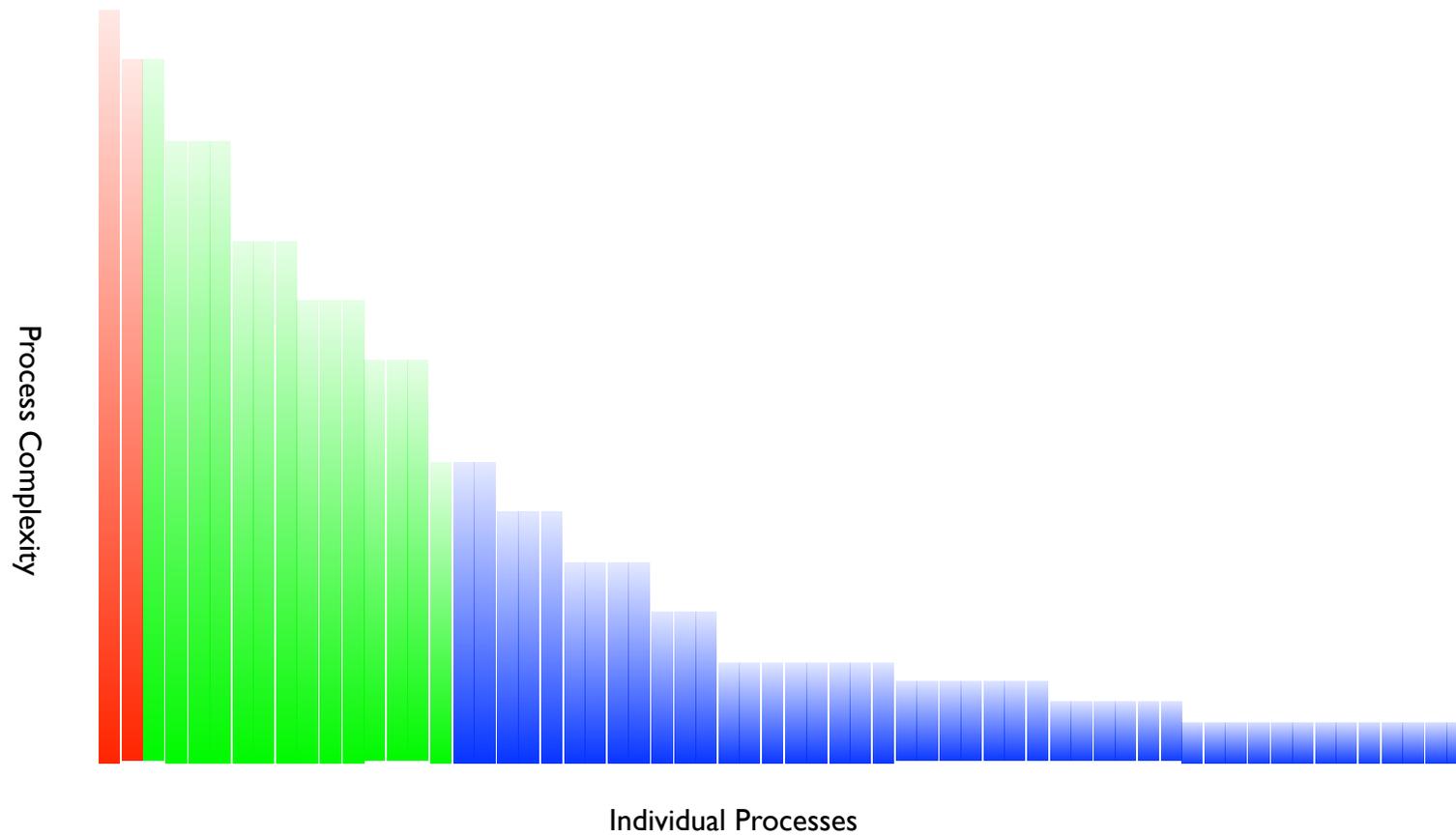


 Highly complex processes (global enterprises)



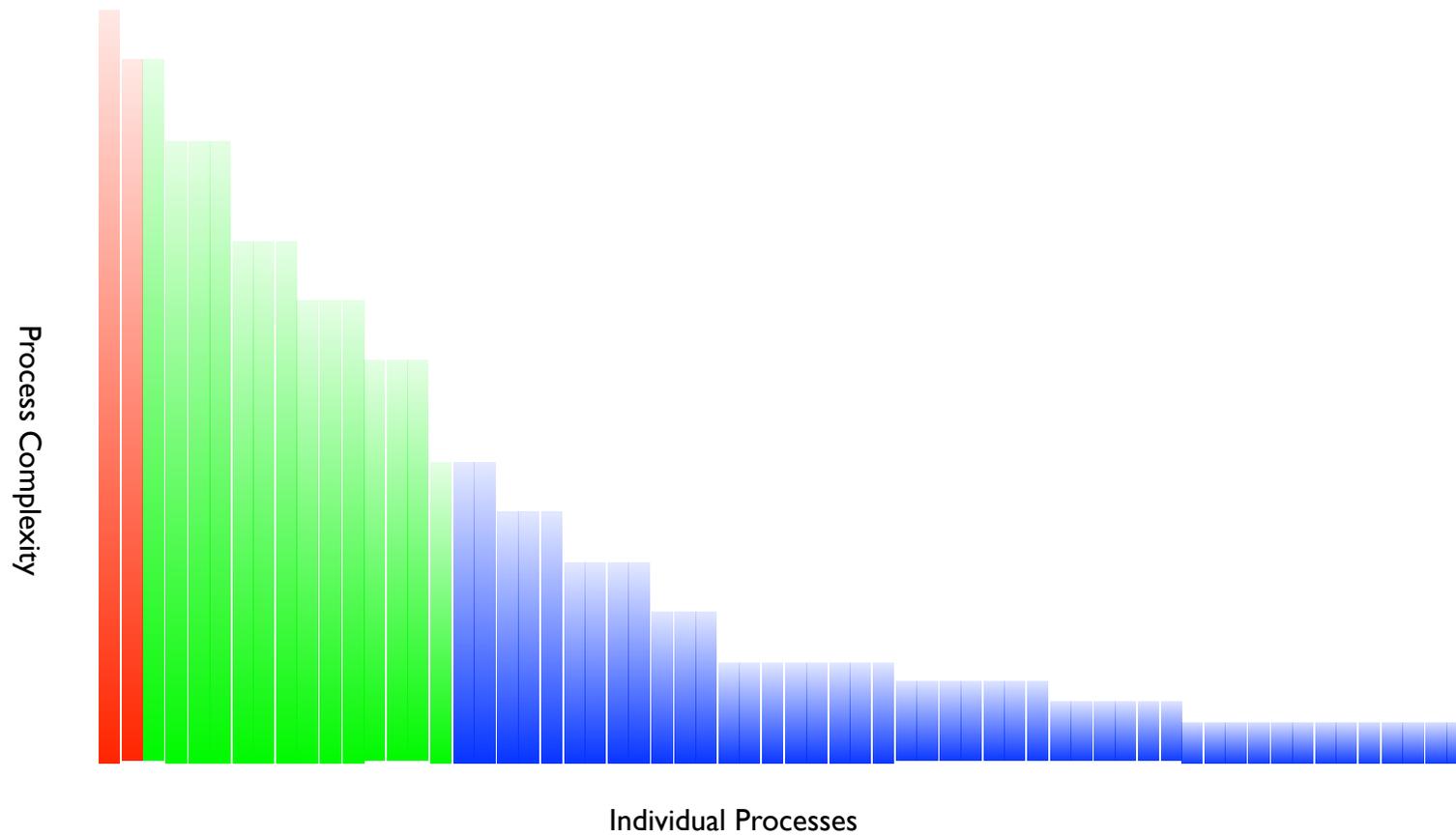
 Highly complex processes (global enterprises)

 Somewhat complex processes common to (global + Mid-Market)

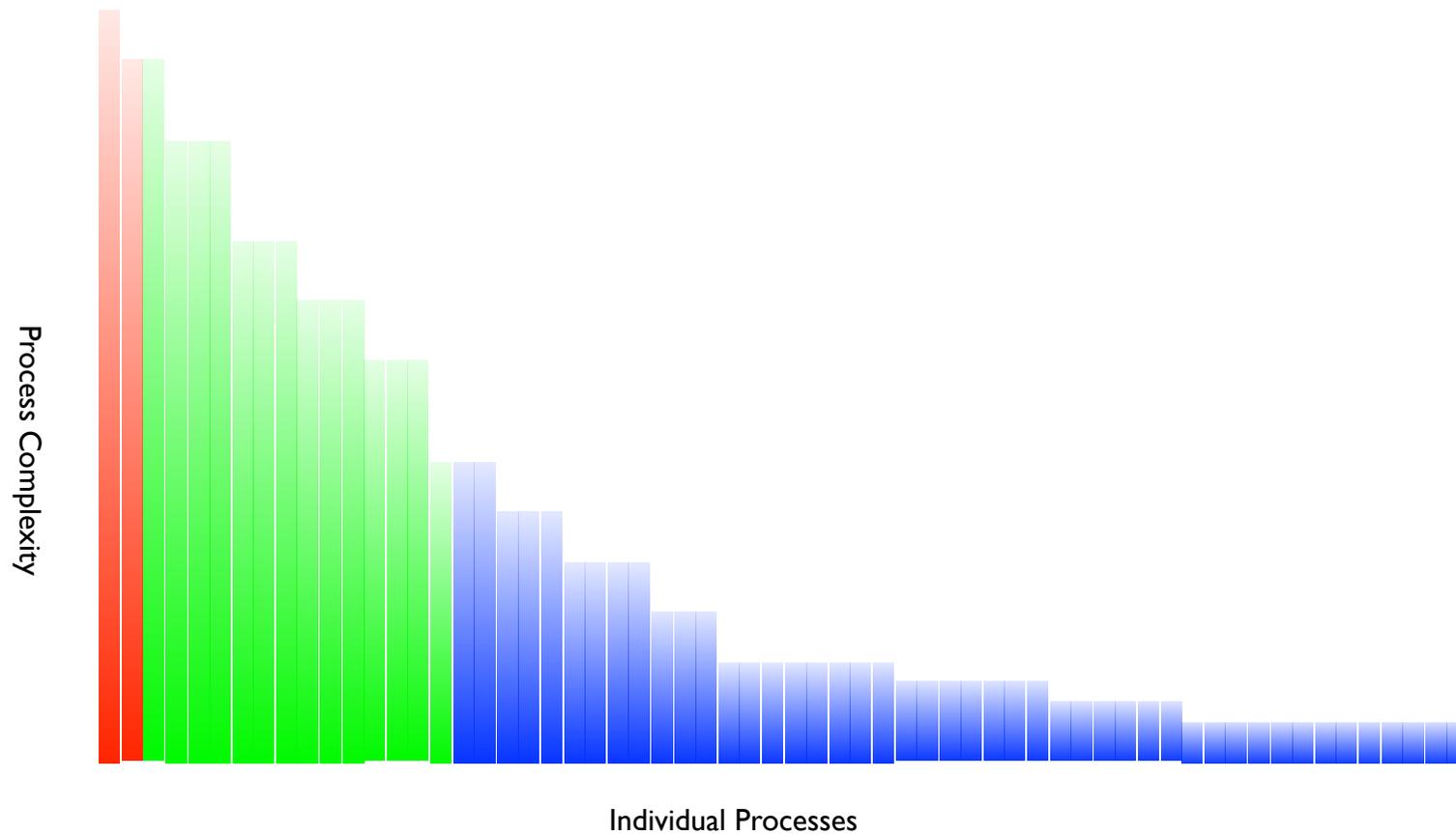


 Highly complex processes (global enterprises)

 Somewhat complex processes common to (global + Mid-Market)



-  Highly complex processes (global enterprises)
-  Somewhat complex processes common to (global + Mid-Market)
-  Simple processes common to all sizes of businesses (global + MM + GB)



2.5%



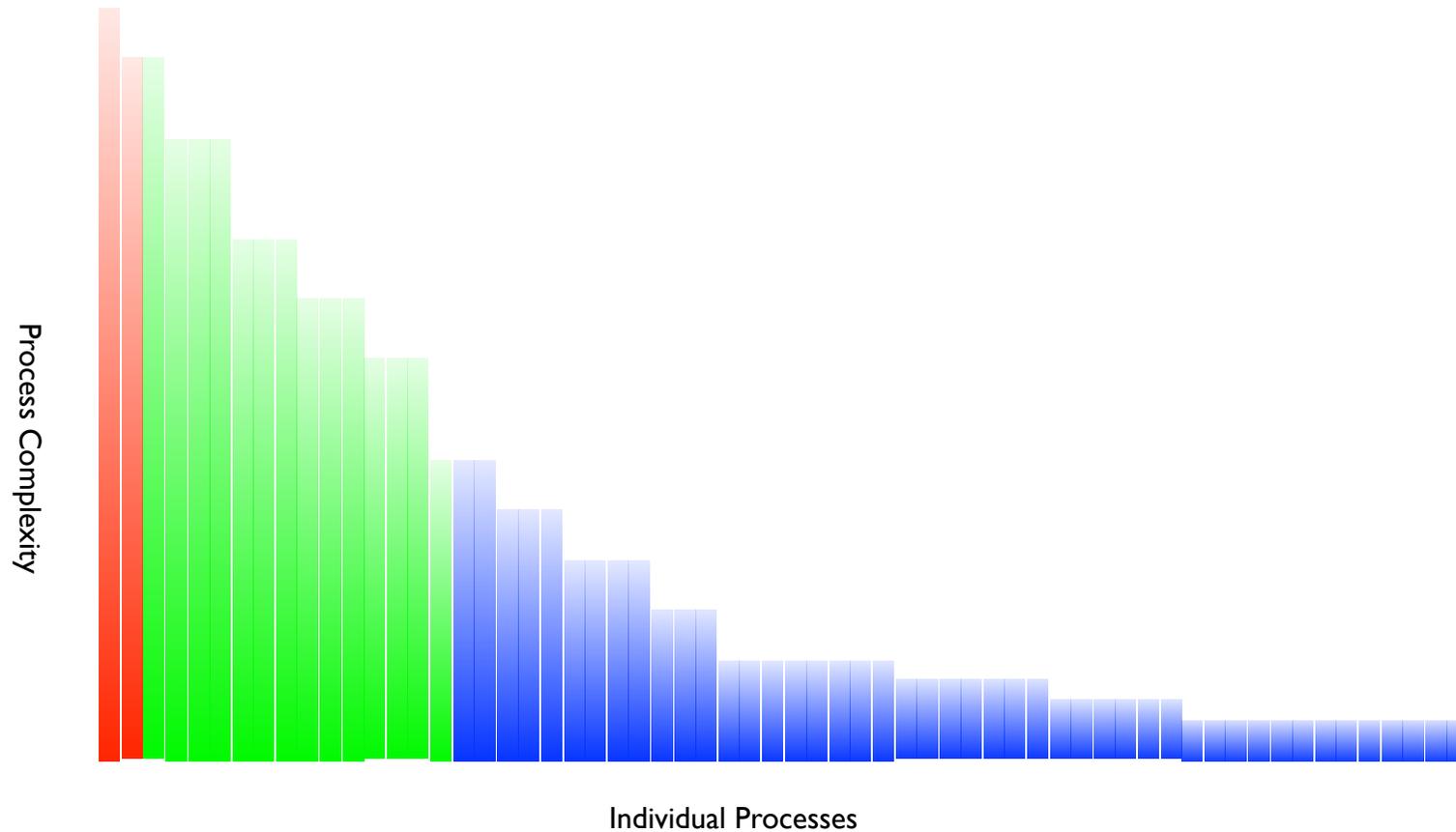
Highly complex processes (global enterprises)



Somewhat complex processes common to (global + Mid-Market)



Simple processes common to all sizes of businesses (global + MM + GB)



2.5%



Highly complex processes (global enterprises)

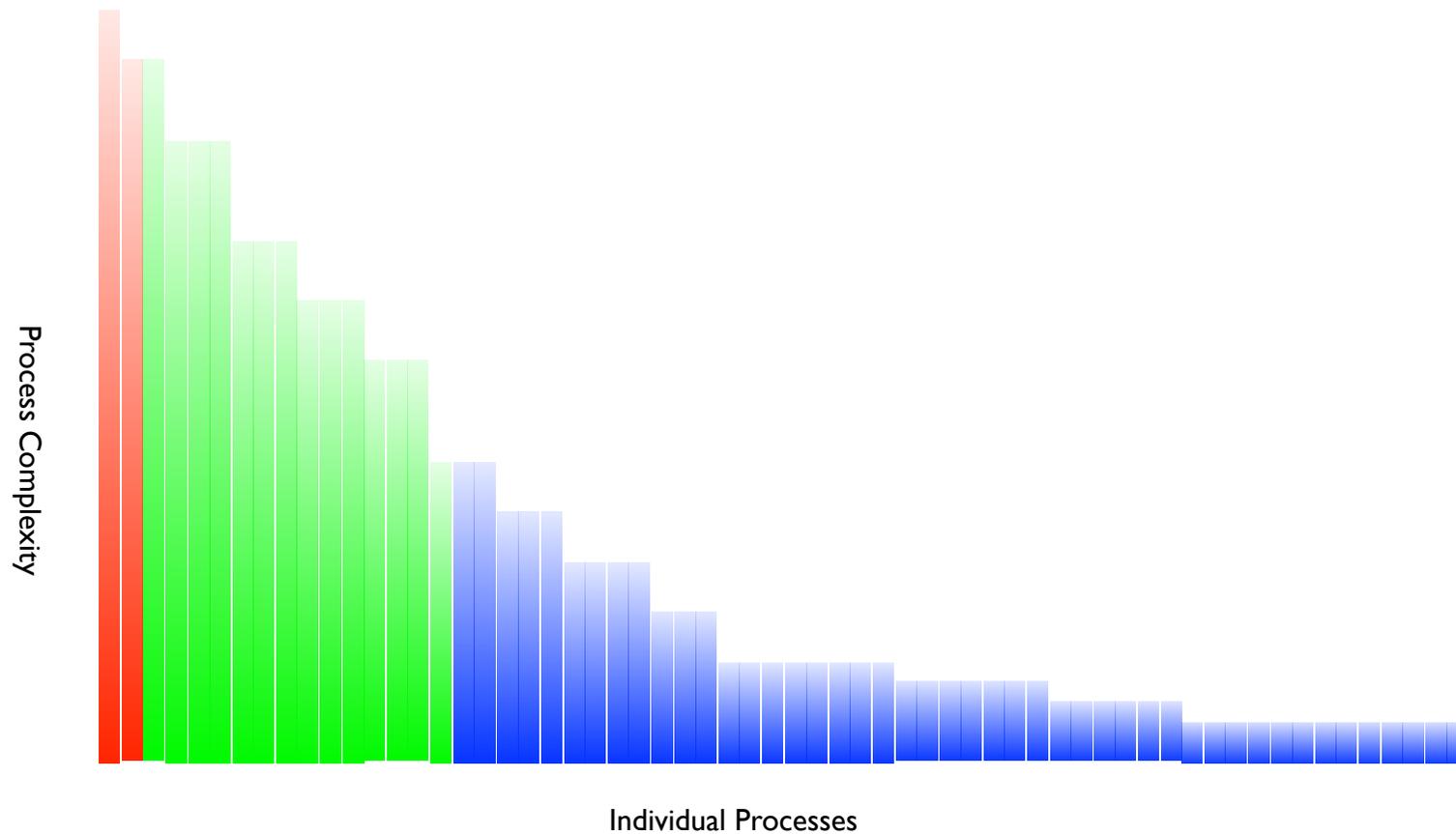
22.5%



Somewhat complex processes common to (global + Mid-Market)



Simple processes common to all sizes of businesses (global + MM + GB)



2.5%



Highly complex processes (global enterprises)

22.5%

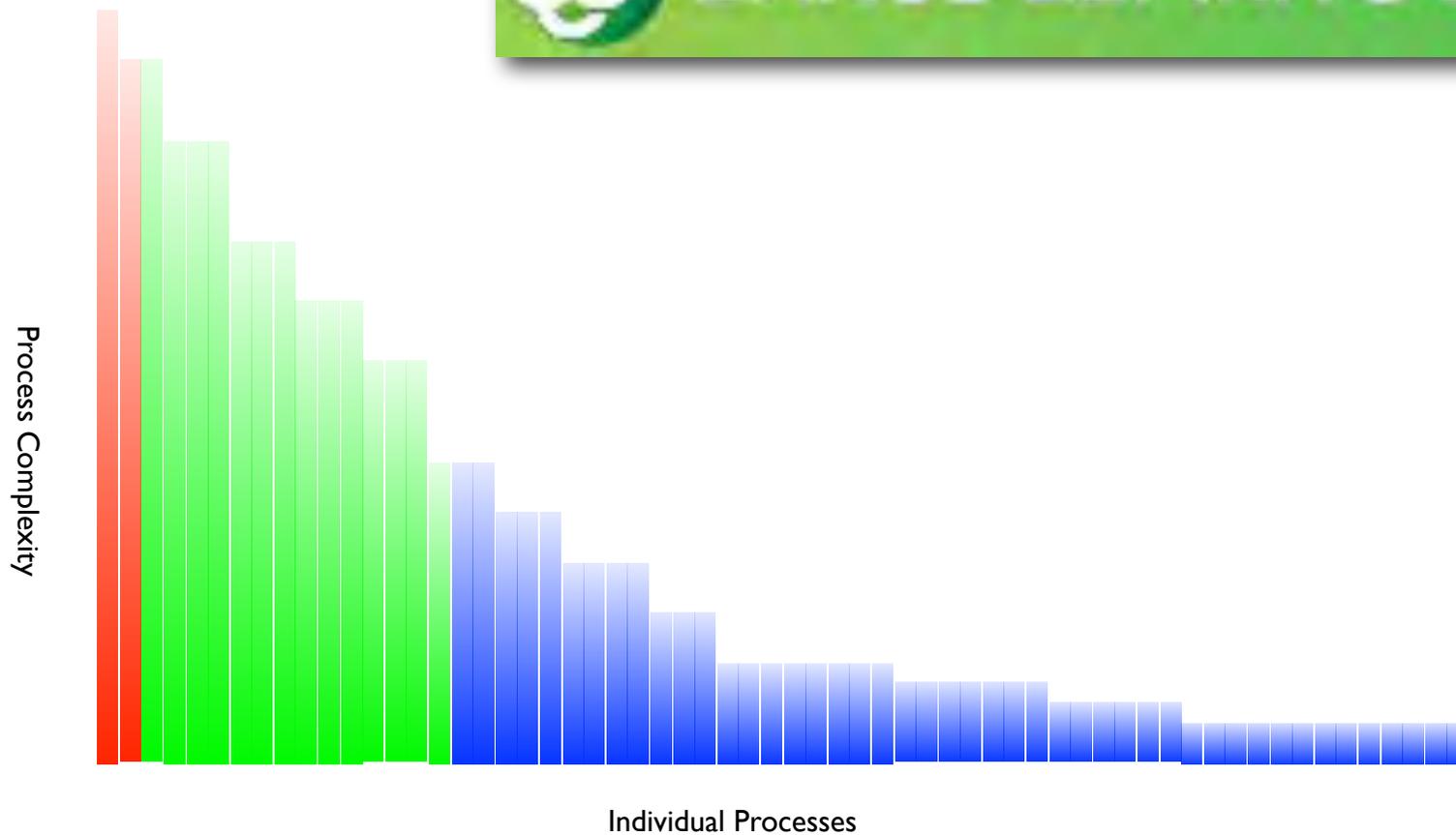


Somewhat complex processes common to (global + Mid-Market)

75%



Simple processes common to all sizes of businesses (global + MM + GB)



2.5%



Highly complex processes (global enterprises)

22.5%

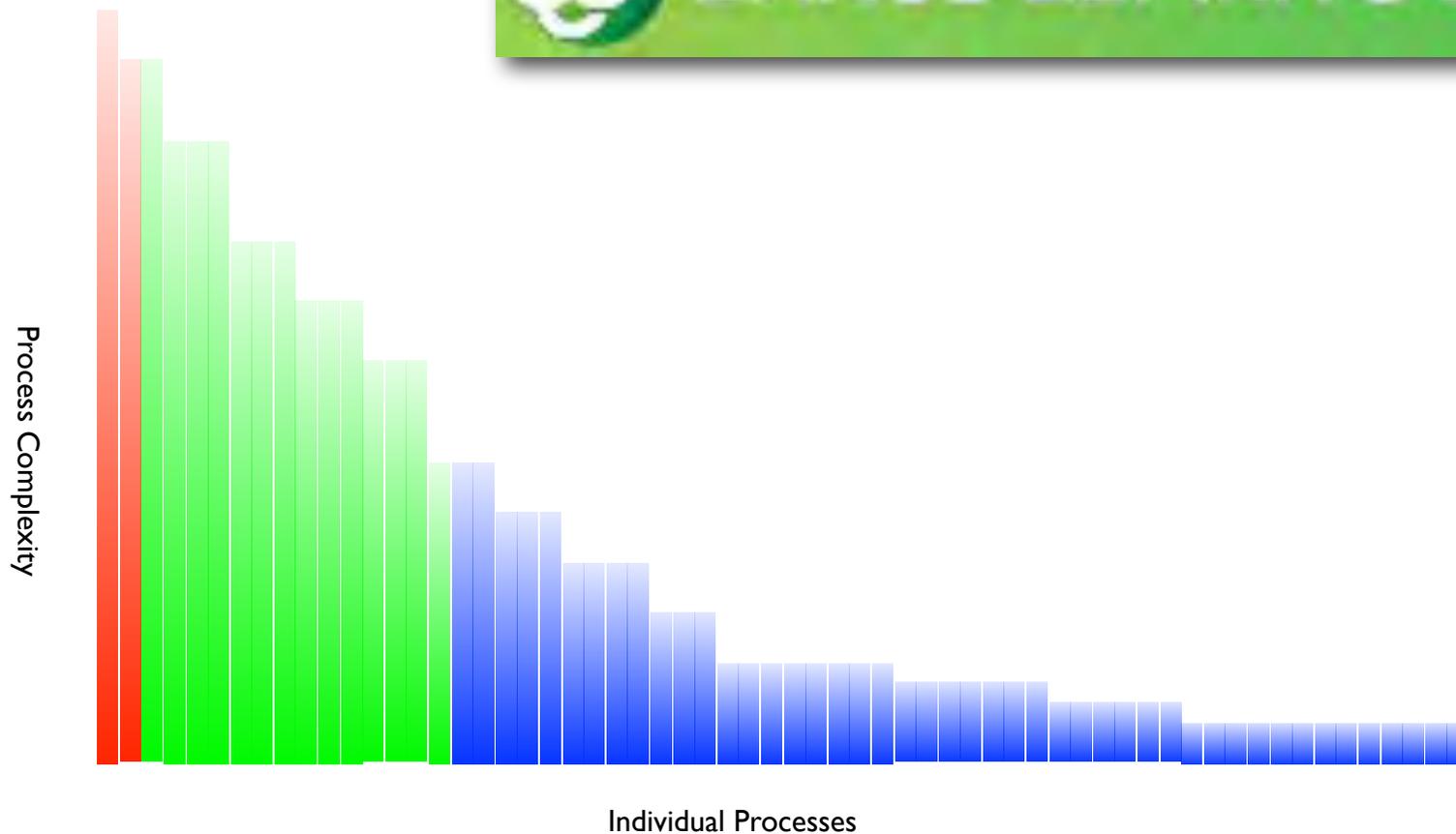


Somewhat complex processes common to (global + Mid-Market)

75%



Simple processes common to all sizes of businesses (global + MM + GB)



0

2.5%



Highly complex processes (global enterprises)

22.5%

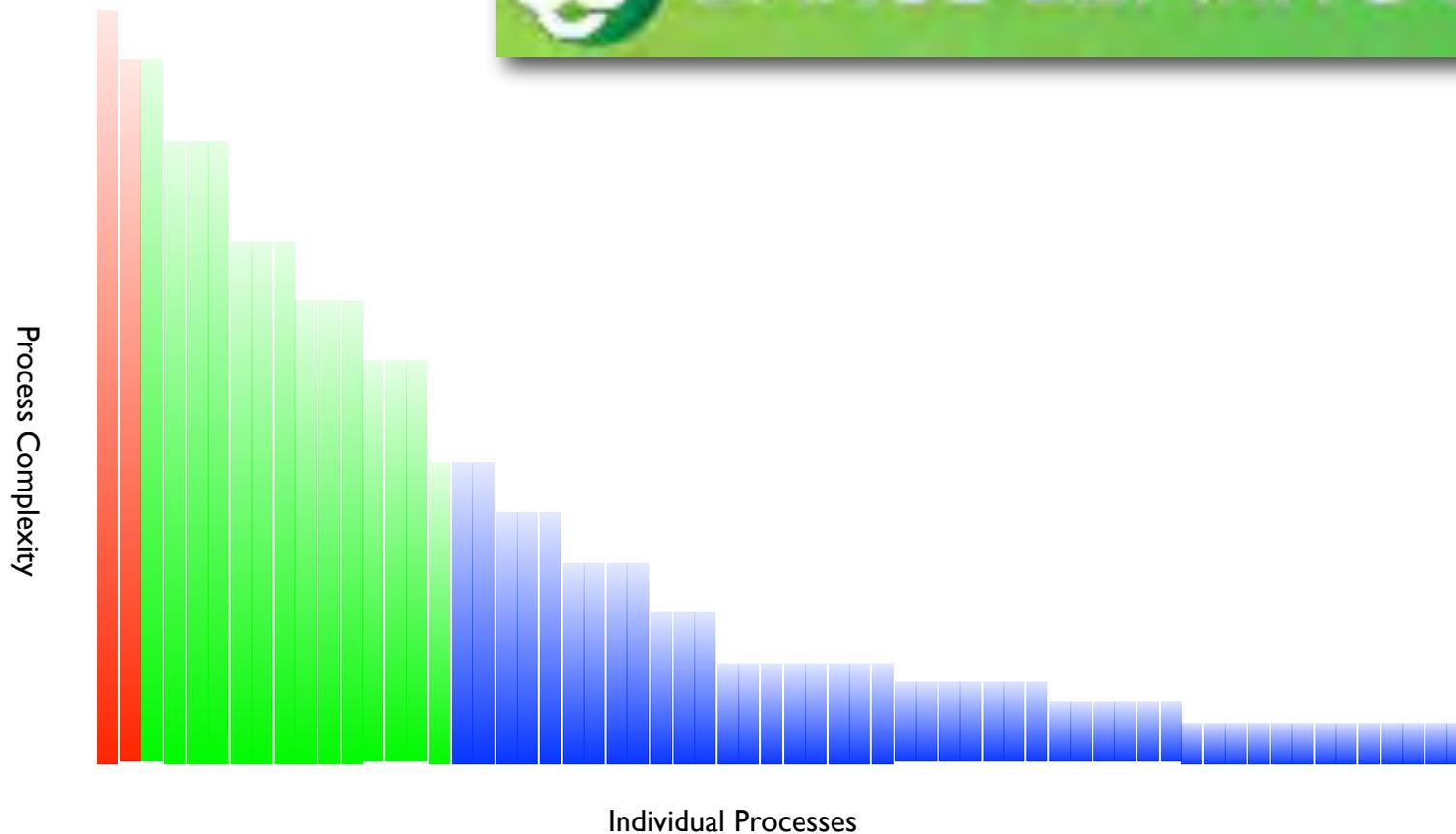


Somewhat complex processes common to (global + Mid-Market)

75%



Simple processes common to all sizes of businesses (global + MM + GB)



2.5%



Highly complex processes (global enterprises)

0

22.5%



Somewhat complex processes common to (global + Mid-Market)

2,000

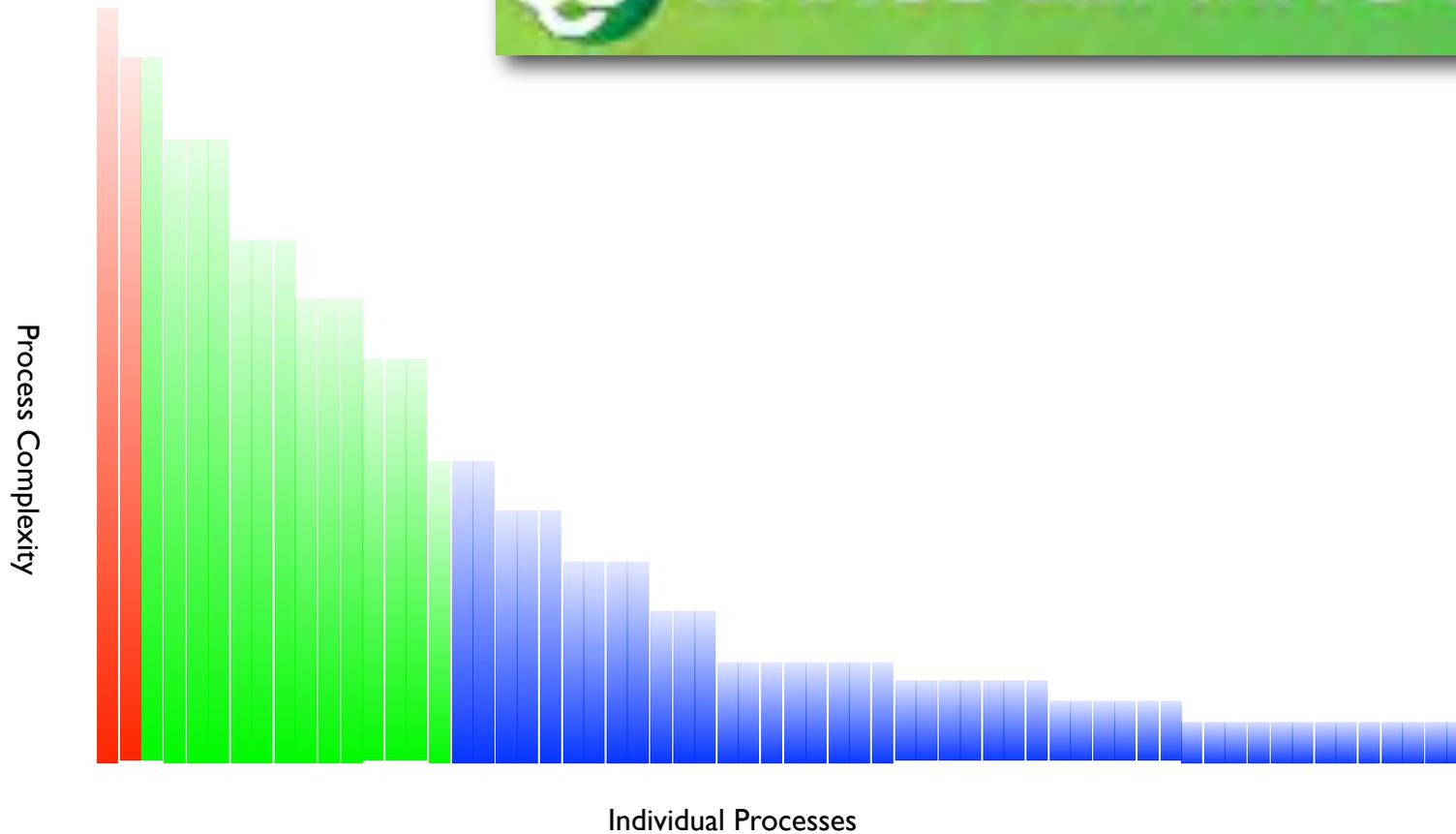
75%



Simple processes common to all sizes of businesses (global + MM + GB)



BANCO ESPIRITO SANTO



2.5%



Highly complex processes (global enterprises)

0

22.5%



Somewhat complex processes common to (global + Mid-Market)

2,000

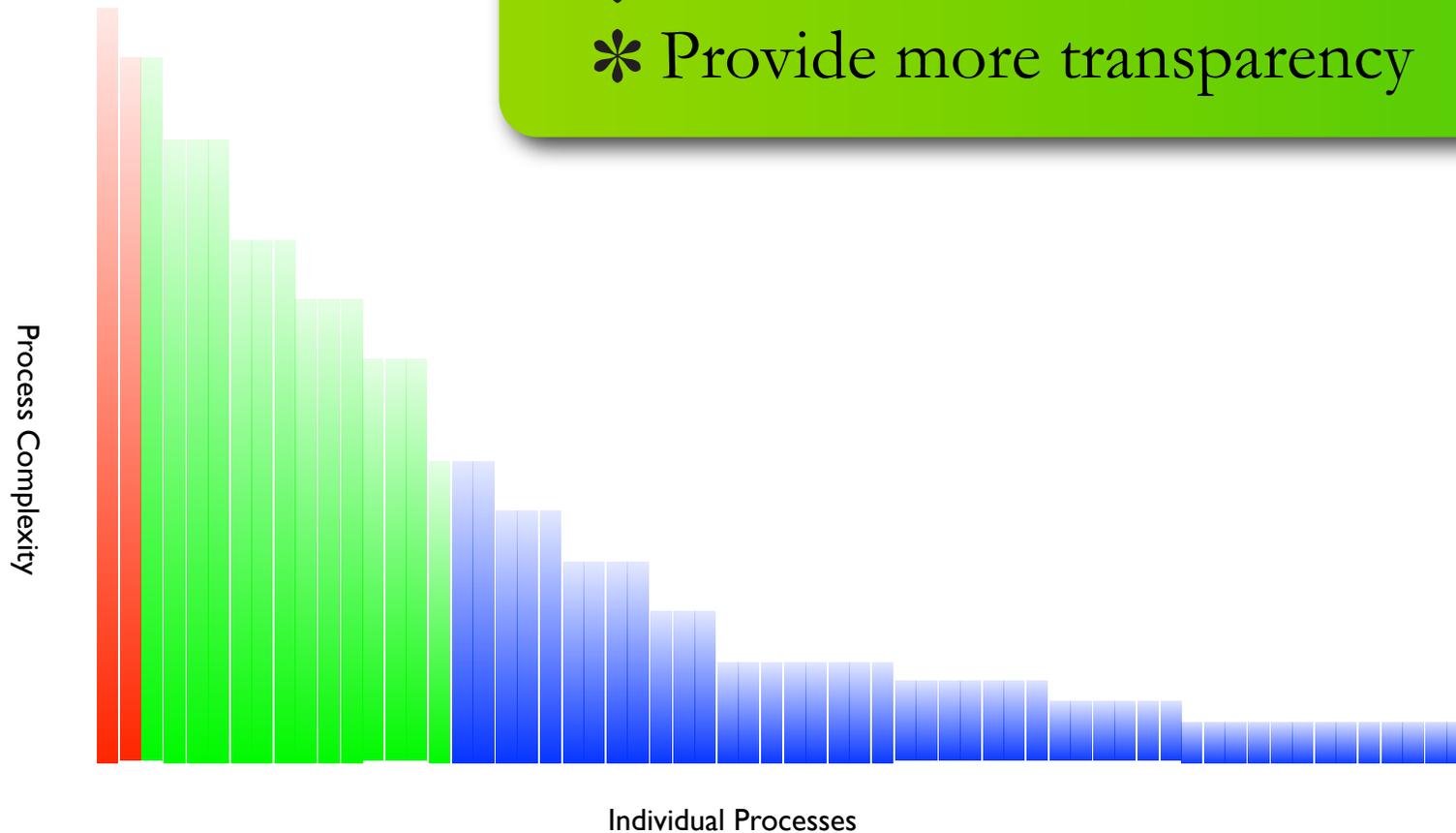
75%



Simple processes common to all sizes of businesses (global + MM + GB)

8,000

- * Reduce the enterprise cost base
- * Make faster decisions
- * Provide more transparency



2.5%



Highly complex processes (global enterprises)

0

22.5%



Somewhat complex processes common to (global + Mid-Market)

2,000

75%



Simple processes common to all sizes of businesses (global + MM + GB)

8,000

SLA-based performance across roles, processes



Overview Process Org Chart

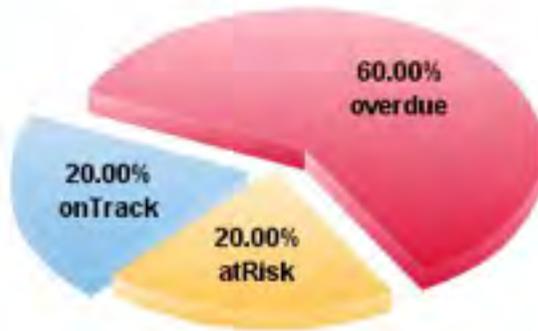
Live Reports Analysis Reports Properties

Team Filter All the Teams I belong to

Process Filter All

On Track, At Risk, and Overdue Task Percentages.

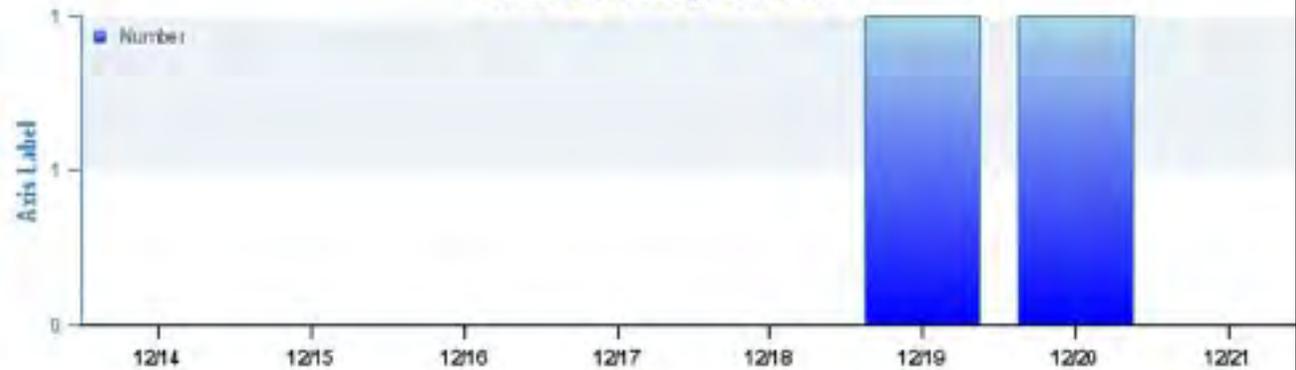
Task Status



Click Pie Slice to see the tasks in that status. Or click All.

This chart shows when tasks will go Overdue in a timeline. Clicking on a bar will display the tasks that go overdue on that day

When will Tasks go Overdue



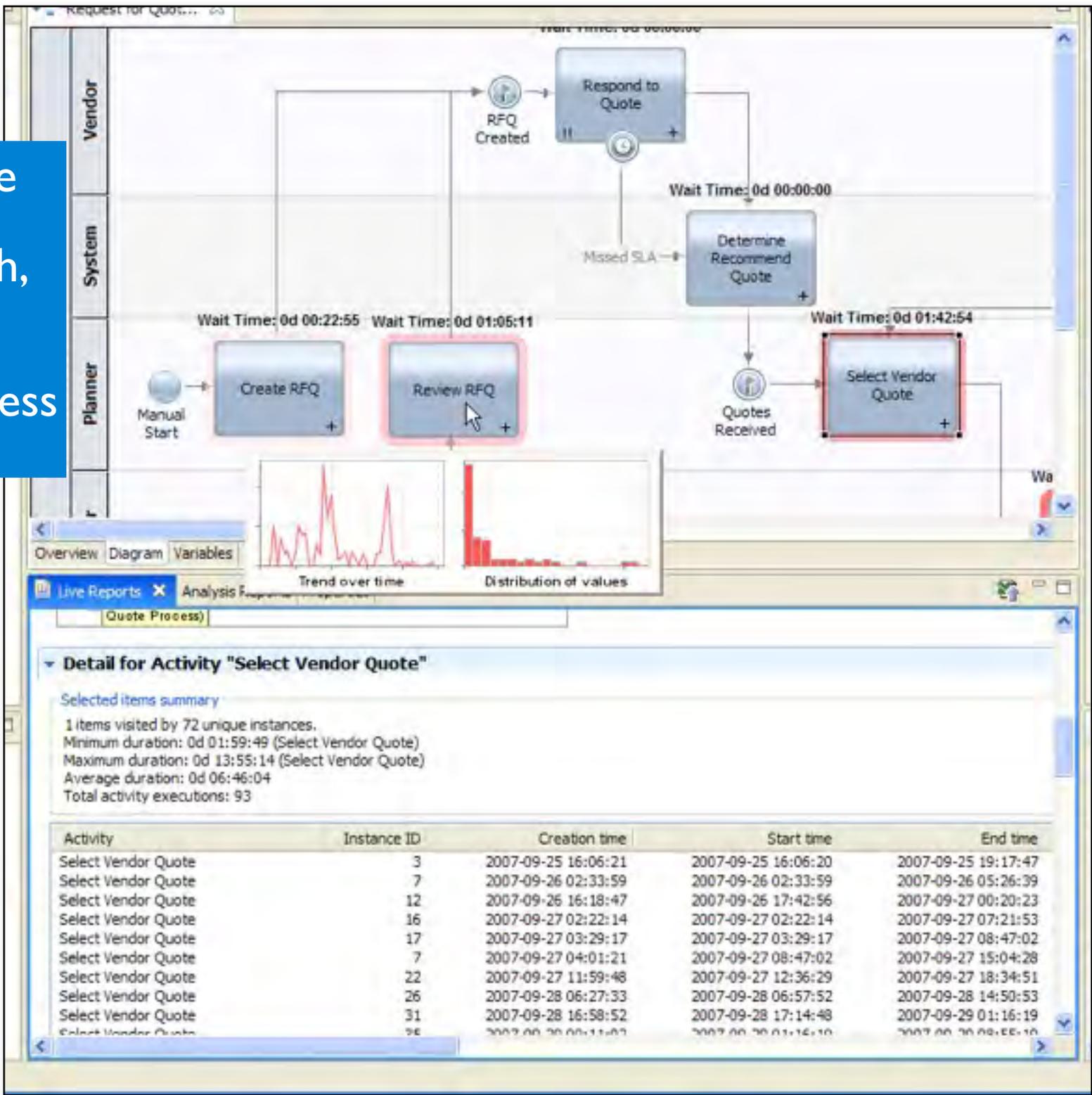
You can scroll left and right with the arrows below the chart

Showing all tasks for all processes

Status	Id	Subject	Priority	Due Date	Current User	Team	Run
Overdue	367	Manager Approval, RFQ 1190836126-GI Joe	Normal	12/10/2007		vm Planner Managers	▶
Overdue	409	Shipping Issue Escalated, Id: 210	Normal	11/19/2007		vm Planner Managers	▶
Overdue	410	Shipping Issue Escalated, Id: 211	Normal	11/19/2007	rfqPlannerMgr	vm Planner Managers	▶
At Risk	368	Manager Approval, RFQ 1190836176-Sorry	Normal	12/18/2007		vm Planner Managers	▶
On Track	369	Manager Approval, RFQ 1190836261-Monopoly	Normal	12/19/2007		vm Planner Managers	▶

We need to develop standards for accessing business process run-time data

We need more people working on rich, accessible visualizations of business process performance



Types	Start			Intermediate			End	
	Top-Level	Event Sub-Process Interrupting	Event Sub-Process Non-Interrupting	Catching	Boundary Interrupting	Boundary Non-Interrupting		Throwing
None								
Message								
Timer								
Error								
Escalation								
Cancel								
Compensation								
Conditional								
Link								
Signal								
Terminate								
Multiple								
Parallel Multiple								

Types	Start			Intermediate				End
	Top-Level	Event Sub-Process Interrupting	Event Sub-Process Non-Interrupting	Catching	Boundary Interrupting	Boundary Non-Interrupting	Throwing	
None								

Types	Start			Intermediate				End
	Top-Level	Event Sub-Process Interrupting	Event Sub-Process Non-Interrupting	Catching	Boundary Interrupting	Boundary Non-Interrupting	Throwing	
Signal								

Compensation								
Conditional								
Link								
Signal								
Terminate								
Multiple								
Parallel Multiple								

Business Process Model and Notation (BPMN)

Version 2.0

OMG Document Number: dtc/2010-06-05
Standard document URL: <http://www.omg.org/spec/BPMN/2.0>

List of Figures

Figure 7.1 - Example of a private Business Process.	23
Figure 7.2 - Example of a public Process.	24
Figure 7.3 - An example of a Collaborative Process	25
Figure 7.4 - An example of a Choreography	25
Figure 7.5 - An example of a Conversation diagram	26
Figure 7.6 - An example of a Collaboration diagram with black-box Pools	45
Figure 7.7 - An example of a stand-alone Choreography diagram.	46
Figure 7.8 - An example of a stand-alone Process (Orchestration) diagram	47
Figure 8.1 - A representation of the BPMN Core and Layer Structure	49
Figure 8.2 - Class diagram showing the core packages	50
Figure 8.3 - Class diagram showing the organization of the core BPMN elements.	51
Figure 8.4 - Definitions class diagram	52
Figure 8.5 - Classes in the Foundation package	55
Figure 8.6 - Extension class diagram	57
Figure 8.7 - External Relationship Metamodel.	62
Figure 8.8 - Artifacts Metamodel	66
Figure 8.9 - An Association	67
Figure 8.10 - The Association Class Diagram	68
Figure 8.11 - A Directional Association.	68
Figure 8.12 - An Association of Text Annotation	68
Figure 8.13 - A Group Artifact.	69
Figure 8.14 - A Group around Activities in different Pools.	70
Figure 8.15 - The Group class diagram	70

Figure 8.13 - A Group Artifact	69
Figure 8.14 - A Group around Activities in different Pools	70
Figure 8.15 - The Group class diagram	70
Figure 8.16 - A Text Annotation	72
Figure 8.17 - The Correlation Class Diagram	76
Figure 8.18 - Error class diagram	81
Figure 8.19 - Escalation class diagram	82
Figure 8.20 - Event class diagram	84
Figure 8.21 - Expression class diagram	85
Figure 8.22 - FlowElement class diagram	87
Figure 8.23 - FlowElementContainers class diagram	89
Figure 8.24 - Gateway class diagram	90
Figure 8.25 - ItemDefinition class diagram	92
Figure 8.26 - A Message	93
Figure 8.27 - A non-initiating Message	93
Figure 8.28 - Messages Association overlapping Message Flows	94
Figure 8.29 - Messages shown Associated with a Choreography Task	94
Figure 8.30 - The Message class diagram	95
Figure 8.31 - Resource class diagram	96
Figure 8.32 - A Sequence Flow	97

Figure 8.33 - A Conditional Sequence Flow	97
Figure 8.34 - A Default Sequence Flow	98
Figure 8.35 - SequenceFlow class diagram	98
Figure 8.36 - The Service class diagram	104
Figure 9.1 - Classes in the Collaboration package	109
Figure 9.2 - A Pool	112
Figure 9.3 - Message Flows connecting to the boundaries of two Pools	113
Figure 9.4 - Message Flows connecting to Flow Objects within two Pools	113
Figure 9.5 - Main (Internal) Pool without boundaries	114
Figure 9.6 - Pools with a Multi-Instance Participant Markers	115
Figure 9.7 - The Participant Class Diagram	116
Figure 9.8 - A Pool with a Multiple Participant	118
Figure 9.9 - The Participant Multiplicity class diagram	118
Figure 9.10 - ParticipantAssociation class diagram	120
Figure 9.11 - A Message Flow	121
Figure 9.12 - A Message Flow with an Attached Message	122
Figure 9.13 - A Message Flow passing through a Choreography Task	122
Figure 9.14 - The Message Flow Class Diagram	123
Figure 9.15 - MessageFlowAssociation class diagram	125
Figure 9.16 - A Conversation diagram	126
Figure 9.17 - A Conversation diagram where the Conversation is expanded into Message Flows	126
Figure 9.18 - Conversation diagram depicting several conversations between Participants in a related domain	127
Figure 9.19 - An example of a Sub-Conversation	128
Figure 9.20 - An example of a Sub-Conversation expanded to a Conversation and Message Flow	129
Figure 9.21 - An example of a Sub-Conversation that is fully expanded	129
Figure 9.22 - Metamodel of ConversationNode Related Elements	131
Figure 9.23 - A Communication element	132
Figure 9.24 - A compound Conversation element	133

Figure 9.24 – A compound Conversation element	133
Figure 9.25 – A Call Conversation calling a GlobalConversation	133
Figure 9.26 – A Call Conversation calling a Collaboration	133
Figure 9.27 – A Conversation Link element	135
Figure 9.28 – Conversation links to Activities and Events	136
Figure 9.29 - Metamodel of Conversation Links related elements	137
Figure 9.30 – Call Conversation Links	138
Figure 9.31 - The ConversationAssociation class diagram	139
Figure 9.32 - An example of a Choreography within a Collaboration	141
Figure 9.33 - Choreography within Collaboration class diagram	142
Figure 10.1 - An Example of a Process	149
Figure 10.2 - Process class diagram	150
Figure 10.3 - Process Details class diagram	151
Figure 10.4 - Example of a private Business Process	154
Figure 10.5 - Example of a public Process	154

Figure 10.6 - Activity class diagram	155
Figure 10.7 - The class diagram for assigning Resources	158
Figure 10.8 - A Task object	160
Figure 10.9 - Task markers	161
Figure 10.10 - The Task class diagram	161
Figure 10.11 - A Service Task Object	162
Figure 10.12 - The Service Task class diagram	163
Figure 10.13 - A Send Task Object	164
Figure 10.14 - The Send Task and Receive Task class diagram	164
Figure 10.15 - A Receive Task Object	165
Figure 10.16 - A Receive Task Object that instantiates a Process	166
Figure 10.17 - A User Task Object	167
Figure 10.18 - A Manual Task Object	168
Figure 10.19 - A Business Rule Task Object	168
Figure 10.20 - A Script Task Object	169
Figure 10.21 - Manual Task class diagram	170
Figure 10.22 - User Task class diagram	171
Figure 10.23 - HumanPerformer class diagram	173
Figure 10.24 - Procurement Process Example	175
Figure 10.25 - A Sub-Process object (collapsed)	179
Figure 10.26 - A Sub-Process object (expanded)	179
Figure 10.27 - Expanded Sub-Process used as a “Parallel Box”	180
Figure 10.28 - Collapsed Sub-Process Markers	180
Figure 10.29- The Sub-Process class diagram	181
Figure 10.30 - An Event Sub-Process object (Collapsed)	182
Figure 10.31 - An Event Sub-Process object (expanded)	182
Figure 10.32 - An example that includes Event Sub-Processes	183
Figure 10.33 - A Transaction Sub-Process	184
Figure 10.34 - A Collapsed Transaction Sub-Process	185

Figure 10.35 - A collapsed Ad-Hoc Sub-Process	186
Figure 10.36 - An expanded Ad-Hoc Sub-Process.	187
Figure 10.37 - An Ad-Hoc Sub-Process for writing a book chapter	188
Figure 10.38 - An Ad-Hoc Sub-Process with data and sequence dependencies	189
Figure 10.39- A Call Activity object calling a Global Task.	190
Figure 10.40 - A Call Activity object calling a Process (Collapsed)	190
Figure 10.41 - A Call Activity object calling a Process (Expanded)	191
Figure 10.42 -The Call Activity class diagram.	192
Figure 10.43 - CallableElement class diagram.	193
Figure 10.44 - Global Tasks class diagram.	195
Figure 10.45 - LoopCharacteristics class diagram	196
Figure 10.46 - A Task object with a Standard Loop Marker	197
Figure 10.47 - A Sub-Process object with a Standard Loop Marker	197
Figure 10.48 - Activity Multi-Instance marker for parallel instances	198

Figure 10.49 - Activity Multi-Instance marker for sequential instances	198
Figure 10.50 - ItemAware class diagram	211
Figure 10.51 - DataObject class diagram	212
Figure 10.52 - A DataObject	214
Figure 10.53 - A DataObject that is a collection	214
Figure 10.54 - A Data Store	215
Figure 10.55 - DataStore class diagram	216
Figure 10.56 - Property class diagram	217
Figure 10.57 - InputOutputSpecification class diagram.	219
Figure 10.58 - A DataInput	221
Figure 10.59 - Data Input class diagram.	221
Figure 10.60 - A Data Output.	223
Figure 10.61 - Data Output class diagram	223
Figure 10.62 - InputSet class diagram	226
Figure 10.63 - OutputSet class diagram	227
Figure 10.64 - DataAssociation class diagram	229
Figure 10.65 - A Data Association	229
Figure 10.66 - A Data Association used for an Outputs and Inputs into an Activities	229
Figure 10.67 - A Data Object shown as an output and an inputs	231
Figure 10.68 - A Data Object associated with a Sequence Flow	232
Figure 10.69 - The Event Class Diagram	241
Figure 10.70 - Start Event	245
Figure 10.71 - End Event	254
Figure 10.72 - Intermediate Event	258
Figure 10.73 - EventDefinition Class Diagram	270
Figure 10.74 - Cancel Events.	271
Figure 10.75 - Compensation Events.	271
Figure 10.76 - CompensationEventDefinition Class Diagram.	272
Figure 10.77 - Conditional Events	273

Figure 10.79 – Error Events	273
Figure 10.80 - ErrorEventDefinition Class Diagram	274
Figure 10.81 – Escalation Events	274
Figure 10.82 - EscalationEventDefinition Class Diagram	275
Figure 10.83 – Link Events	275
Figure 10.84 - Link Events Used as Off-Page Connector	276
Figure 10.85 - A Process with a long Sequence Flow	277
Figure 10.86 - A Process with Link Intermediate Events used as Go To Objects	277
Figure 10.87 - Link Events Used for looping	278
Figure 10.88 – Message Events	278
Figure 10.89 - MessageEventDefinition Class Diagram	279
Figure 10.90 – Multiple Events	280
Figure 10.91 – None Events	280

Figure 10.93 - SignalEventDefinition Class Diagram	281
Figure 10.94 – Signal Events.....	281
Figure 10.95 – Terminate Event.....	282
Figure 10.96 – Timer Events.....	282
Figure 10.97 - Exclusive start of a Process.....	283
Figure 10.98 - A Process initiated by an Event-Based Gateway	284
Figure 10.99 - Event synchronization at Process start	284
Figure 10.100 - Example of inline Event Handling via Event Sub-Processes	286
Figure 10.101 - Example of boundary Event Handling	287
Figure 10.102 – A Gateway	295
Figure 10.103 – The Different types of Gateways	296
Figure 10.104 - Gateway class diagram	297
Figure 10.105 - An Exclusive Data-Based Decision (Gateway) Example without the Internal Indicator. . .	298
Figure 10.106 - A Data-Based Exclusive Decision (Gateway) Example with the Internal Indicator ..	299
Figure 10.107 - Exclusive Gateway class diagram.....	299
Figure 10.108 - An example using an Inclusive Gateway	300
Figure 10.109 - Inclusive Gateway class diagram	301
Figure 10.110 - An example using an Parallel Gateway	302
Figure 10.111 - An example of a synchronizing Parallel Gateway	302
Figure 10.112 - Parallel Gateway class diagram	303
Figure 10.113 - An example using a Complex Gateway	303
Figure 10.114 - Complex Gateway class diagram	304
Figure 10.115 – Event-Based Gateway	305
Figure 10.116 - An Event-Based Gateway example using Message Intermediate Events.....	306
Figure 10.117 - An Event-Based Gateway example using Receive Tasks.....	307
Figure 10.118 – Exclusive Event-Based Gateway to start a Process	307
Figure 10.119 – Parallel Event-Based Gateway to start a Process.....	308
Figure 10.120 - Event-Based Gateway class diagram	308

Figure 10.121- Compensation through a boundary Event	
Figure 10.122 - Monitoring Class Diagram	
Figure 10.123 - Two Lanes in a Vertical Pool	
Figure 10.124 - Two Lanes in a horizontal Pool	
Figure 10.125 - An Example of Nested Lanes	
Figure 10.126 - The Lane class diagram	
Figure 10.127 - One Process supporting to another	
Figure 10.128 - Auditing Class Diagram	
Figure 10.129 - Monitoring Class Diagram	
Figure 11.1 - The Choreography metamodel	
Figure 11.2 - An example of a Choreography	
Figure 11.3 - A Collaboration diagram logistics example	
Figure 11.4 - The corresponding Choreography diagram logistics example	

Figure 10.121- Compensation through a boundary Event	311
Figure 10.122 - Monitoring Class Diagram.....	312
Figure 10.123 - Two Lanes in a Vertical Pool	314
Figure 10.124 - Two Lanes in a horizontal Pool	314
Figure 10.125 - An Example of Nested Lanes	315
Figure 10.126 - The Lane class diagram.....	316
Figure 10.127 - One Process supporting to another	319
Figure 10.128 - Auditing Class Diagram	320
Figure 10.129 - Monitoring Class Diagram	320
Figure 11.1 - The Choreography metamodel	326
Figure 11.2 - An example of a Choreography	327
Figure 11.3 - A Collaboration diagram logistics example	328
Figure 11.4 - The corresponding Choreography diagram logistics example	329

Figure 11.5 - The use of Sequence Flows in a Choreography	330
---	-----

Figure 11.6 - The metamodel segment for a Choreography Activity.	332
Figure 11.7 - A Collaboration view of Choreography Task elements	333
Figure 11.8 - A Choreography Task.	333
Figure 11.9 - A Collaboration view of a Choreography Task	334
Figure 11.10 - A two-way Choreography Task	334
Figure 11.11 - A Collaboration view of a two-way Choreography Task.	335
Figure 11.12 - Choreography Task Markers	336
Figure 11.13 - The Collaboration view of a looping Choreography Task	336
Figure 11.14 - The Collaboration view of a Parallel Multi-Instance Choreography Task.	337
Figure 11.15 - A Choreography Task with a multiple Participant	337
Figure 11.16 - A Collaboration view of a Choreography Task with a multiple Participant	338
Figure 11.17- A Sub-Choreography	339
Figure 11.18 - A Collaboration view of a Sub-Choreography	339
Figure 11.19 - An expanded Sub-Choreography	340
Figure 11.20 - A Collaboration view of an expanded Sub-Choreography.	340
Figure 11.21 - Sub-Choreography (Collapsed) with More than Two (2) Participants.	341
Figure 11.22 - Sub-Choreography Markers	342
Figure 11.23 - Sub-Choreography Markers with a multi-instance Participant.	342
Figure 11.24 - A Call Choreography calling a Global Choreography Task.	343
Figure 11.25 - A Call Choreography calling a Choreography (Collapsed)	343
Figure 11.26 - A Call Choreography calling a Choreography (expanded)	344
Figure 11.27- The Call Choreography class diagram.	344
Figure 11.28 - A valid sequence of Choreography Activities	346
Figure 11.29 - The corresponding Collaboration for a valid Choreography sequence	347
Figure 11.30 - A valid sequence of Choreography Activities with a two-way Activity	347
Figure 11.31 - The corresponding Collaboration for a valid Choreography sequence with a two-way Activity	348
Figure 11.32 - An invalid sequence of Choreography Activities.	349

Figure 11.33 - The corresponding Collaboration for an invalid Choreography sequence	349
Figure 11.34 - An example of the Exclusive Gateway	356
Figure 11.35 - The relationship of Choreography Activity Participants across the sides of the Exclusive Gateway shown through a Collaboration	357
Figure 11.36 - Different Receiving Choreography Activity Participants on the output sides of the Exclusive Gateway	358
Figure 11.37 - The corresponding Collaboration view of the above Choreography Exclusive Gateway configuration	359
Figure 11.38 - An example of an Event Gateway	360
Figure 11.39 - The corresponding Collaboration view of the above Choreography Event Gateway configuration	361
Figure 11.40 - An example of a Choreography Inclusive Gateway configuration	363
Figure 11.41 - The corresponding Collaboration view of the above Choreography Inclusive Gateway configuration	364

Figure 11.43 - The corresponding Collaboration view of the above Choreography Inclusive Gateway configuration.	366
Figure 11.44 - Another example of a Choreography Inclusive Gateway configuration.	367
Figure 11.45 - The corresponding Collaboration view of the above Choreography Inclusive Gateway configuration.	368
Figure 11.46 - The relationship of Choreography Activity Participants across the sides of the Parallel Gateway	369
Figure 11.47 - The corresponding Collaboration view of the above Choreography Parallel Gateway configuration.	370
Figure 11.48 - An example of a Choreography Complex Gateway configuration.	371
Figure 11.49 - The corresponding Collaboration view of the above Choreography Complex Gateway configuration.	372
Figure 11.50 - An example of a Choreography Process combined with Black Box Pools	373
Figure 11.51 - An example of a Choreography Process combined with Pools that contain Processes	374
Figure 12.1 - BPMN Diagram	379
Figure 12.2 - BPMN Plane	379
Figure 12.3 - BPMN Shape.	380
Figure 12.4 - BPMN Edge	380
Figure 12.5 - BPMN Label	381
Figure 12.6 - Depicting a Label for a DataObjectReference with its state.	392
Figure 12.7 - Combined Compensation and Loop Characteristic Marker Example	395
Figure 12.8 - Expanded Sub-Process Example.	425
Figure 12.9 - Start and End Events on the Border Example.	427
Figure 12.10 - Collapsed Sub-Process	428
Figure 12.11 - Contents of Collapsed Sub-Process	429
Figure 12.12 - Nested Lanes Example	431
Figure 12.13 - Vertical Collaboration Example	433
Figure 12.14 - Conversation Example	434

Figure 13.7 - Merging and branching Sequence Flows for a Complex Gateway.....	452
Figure 14.1 - A BPMN orchestration process and its block hierarchy.....	462
Figure 14.2 - An example of distributed token recombination.....	485
Figure 14.3 - An example of a loop from a decision with more than two alternative paths.....	486
Figure 14.4 - An example of interleaved loops.....	487
Figure 14.5 - An example of the WSBPEL pattern for substituting for the derived Process.....	488
Figure 14.6 - An example of a WSBPEL pattern for the derived Process.....	488

Business Process Model and Notation, v2.0

xiii

Figure 14.7 - An example – An infinite loop.....	489
Figure 14.8 - An example - Activity that spans two paths of a WSBPEL structured element.....	490
Figure B.1 - Diagram Definition Architecture.....	499
Figure B.2 - The Primitive Types.....	499

Figure B.1 - Diagram Definition Architecture	499
Figure B.2 - The Primitive Types	499
Figure B.3 - Diagram Definition Architecture	500
Figure B.4 - Diagram Definition Architecture	500
Figure B.5 - Dependencies of the DI package	504
Figure B.6 - Diagram Element	504
Figure B.7 - Node	505
Figure B.8 - Edge	505
Figure B.9 - Diagram	506
Figure B.10 - Plane	506
Figure B.11 - Labeled Edge	506
Figure B.12 - Labeled Shape	507
Figure B.13 - Shape	507

List of Tables

Table 2.1 – Descriptive Conformance Sub-Class Elements and Attributes	3
Table 2.2 – Analytic Conformance Sub-Class Elements and Attributes	4
Table 2.3 – Common Executable Conformance Sub-Class Elements and Attributes	6
Table 2.4 – Common Executable Conformance Sub-Class Supporting Classes	7
Table 2.5 - Types of BPMN Conformance	12
Table 7.1 - Basic Modeling Elements	29
Table 7.2 - BPMN Extended Modeling Elements	30
Table 7.3 – Sequence Flow Connection Rules	42
Table 7.4 – Message Flow Connection Rules	44
Table 8.1 - Definitions attributes and model associations	53
Table 8.2 – Import attributes	54
Table 8.3 – Definitions XML schema	54
Table 8.4 – Import XML schema	55
Table 8.5 – BaseElement attributes and model associations	56
Table 8.6 – Documentation attributes	56
Table 8.7 – Extension attributes and model associations	58
Table 8.8 – ExtensionDefinition attributes and model associations	59
Table 8.9 - ExtensionAttributeDefinition attributes	59
Table 8.10 – ExtensionAttributeValue model associations	59
Table 8.11 – Extension XML schema	60
Table 8.12 – Example Core XML schema	60
Table 8.13 – Example Extension XML schema	61
Table 8.14 – Sample XML instance	61

Table 8.14 – Sample XML instance	61
Table 8.15 – Relationship attributes	63
Table 8.16 – Reengineer XML schema	63
Table 8.17 – BaseElement XML schema	64
Table 8.18 – RootElement XML schema	65
Table 8.19 – Relationship XML schema	65
Table 8.20 – Association attributes and model associations	69
Table 8.21 – Group model associations	71
Table 8.22 –Category model associations	71
Table 8.23 –CategoryValue attributes and model associations	72
Table 8.24 –Text Annotation attributes	72
Table 8.25 – Artifact XML schema	73
Table 8.26 – Association XML schema	73
Table 8.27 – Category XML schema	73
Table 8.28 – CategoryValue XML schema	74
Table 8.29 – Group XML schema	74
Table 8.30 – Text Annotation XML schema	74
Table 8.31 – CorrelationKey model associations	77

Table 8.32	– CorrelationProperty model associations	78
Table 8.33	– CorrelationPropertyRetrievalExpression model associations.	78
Table 8.34	– CorrelationSubscription model associations.	79
Table 8.35	– CorrelationPropertyBinding model associations	79
Table 8.36	– Correlation Key XML schema	79
Table 8.37	– Correlation Property XML schema.	80
Table 8.38	– Correlation Property Binding XML schema.	80
Table 8.39	– Correlation Property Retrieval Expression XML schema	80
Table 8.40	– Correlation Subscription XML schema	80
Table 8.41	– Error attributes and model associations	82
Table 8.42	– Escalation attributes and model associations	83
Table 8.43	– FormalExpression attributes and model associations.	86
Table 8.44	– FlowElement attributes and model associations.	88
Table 8.45	– FlowElementsContainer model associations	89
Table 8.46	– Gateway attributes	91
Table 8.47	– ItemDefinition attributes & model associations	92
Table 8.48	– Message attributes and model associations	95
Table 8.49	– Resource attributes and model associations	96
Table 8.50	– ResourceParameter attributes and model associations	97
Table 8.51	– SequenceFlow attributes and model associations.	99
Table 8.52	– FlowNode model associations	100
Table 8.53	– Error XML schema.	100
Table 8.54	– Escalation XML schema.	100
Table 8.55	– Expression XML schema	100
Table 8.56	– FlowElement XML schema	101
Table 8.57	– FlowNode XML schema.	101
Table 8.58	– FormalExpression XML schema.	101

Table 8.57 – FlowNode XML schema	101
Table 8.58 – FormalExpression XML schema	101
Table 8.59 – InputOutputBinding XML schema	102
Table 8.60 – ItemDefinition XML schema	102
Table 8.61 – Message XML schema	102
Table 8.62 – Resources XML schema	102
Table 8.63 – ResourceParameter XML schema	103
Table 8.64 – SequenceFlow XML schema	103
Table 8.65 – Interface attributes and model associations	105
Table 8.66 – Operation attributes and model associations	106
Table 8.67 – Interface XML schema	106
Table 8.68 – Operation XML schema	106
Table 8.69 – EndPoint XML schema	107
Table 9.1 - Collaboration Attributes and Model Associations	110
Table 9.2 – Participant attributes and model associations	117
Table 9.3 – PartnerEntity attributes	117
Table 9.4 – PartnerRole attributes	118
Table 9.5 – ParticipantMultiplicity attributes	119

Table 9.6 – ParticipantMultiplicity Instance attributes	119
Table 9.7 – ParticipantAssociation model associations	121
Table 9.8 – Message Flow attributes and model associations	124
Table 9.9 – MessageFlowAssociation attributes and model associations	125
Table 9.10 – ConversationNode Model Associations	132
Table 9.11 – Sub-Conversation Model Associations	133
Table 9.12 – Call Conversation Model Associations	134
Table 9.13 – Conversation Link Attributes and Model Associations	137
Table 9.14 – ConversationAssociation Model Associations	139
Table 9.15 – Call Conversation XML schema	142
Table 9.16 – Collaboration XML schema	142
Table 9.17 – Conversation XML schema	143
Table 9.18 – ConversationAssociation XML schema	143
Table 9.19 – ConversationAssociation XML schema	143
Table 9.20 – ConversationNode XML schema	144
Table 9.21 – Conversation Node XML schema	144
Table 9.22 – Global Conversation XML schema	144
Table 9.23 – MessageFlow XML schema	145
Table 9.24 – MessageFlowAssociation XML schema	145
Table 9.25 – Participant XML schema	145
Table 9.26 – ParticipantAssociation XML schema	145
Table 9.27 – ParticipantMultiplicity XML schema	146
Table 9.28 – PartnerEntity XML schema	146
Table 9.29 – PartnerRole XML schema	146
Table 9.30 – Sub-Conversation XML schema	146

Table 9.30 – Sub-Conversation XML schema	146
Table 10.1 – Process Attributes & Model Associations	151
Table 10.2 – Process instance attributes	153
Table 10.3 – Activity attributes and model associations	156
Table 10.4 – Activity instance attributes	157
Table 10.5 – Resource Role model associations.	159
Table 10.6 – ResourceAssignmentExpression model associations.	159
Table 10.7 – ResourceParameterBinding model associations.	160
Table 10.8 – Service Task model associations	163
Table 10.9 – Send Task model associations	165
Table 10.10 – Receive Task attributes and model associations.	167
Table 10.11 – Business Rule Task attributes and model associations.	169
Table 10.12 – Script Task attributes	170
Table 10.13 – User Task attributes and model associations.	172
Table 10.14 – User Task instance attributes	172
Table 10.15 – ManualTask XML schema	173
Table 10.16 – UserTask XML schema	174
Table 10.17 – HumanPerformer XML schema	174
Table 10.18 – PotentialOwner XML schema	175

Table 10.19 – XML serialization of Buyer process	175
Table 10.20 – Sub-Process attributes	181
Table 10.21 – Transaction Sub-Process attributes and model associations	185
Table 10.22 – Ad-hoc Sub-Process model associations	187
Table 10.23 – CallActivity model associations	192
Table 10.24 – CallableElement attributes and model associations	194
Table 10.25 – InputOutputBinding model associations	194
Table 10.26 – Global Task model associations	195
Table 10.27 – Loop Activity instance attributes	197
Table 10.28 – StandardLoopCharacteristics attributes and model associations	198
Table 10.29 – MultiInstanceLoopCharacteristics attributes and model associations	199
Table 10.30 – Multi-instance Activity instance attributes	201
Table 10.31 – ComplexBehaviorDefinition attributes and model associations	202
Table 10.32 – Activity XML schema	202
Table 10.33 – AdHocSubProcess XML schema	203
Table 10.34 – BusinessRuleTask XML schema	203
Table 10.35 – CallableElement XML schema	204
Table 10.36 – CallActivity XML schema	204
Table 10.37 – GlobalBusinessRuleTask XML schema	204
Table 10.38 – GlobalScriptTask XML schema	205
Table 10.39 – GlobalTask XML schema	205
Table 10.40 – LoopCharacteristics XML schema	205
Table 10.41 – MultiInstanceLoopCharacteristics XML schema	206
Table 10.42 – ReceiveTask XML schema	207
Table 10.43 – ResourceRole XML schema	207
Table 10.44 – ScriptTask XML schema	208

Table 10.45 – SendTask XML schema	208
Table 10.46 – ServiceTask XML schema	208
Table 10.47 – StandardLoopCharacteristics XML schema	209
Table 10.48 – SubProcess XML schema	209
Table 10.49 – Task XML schema	209
Table 10.50 – Transaction XML schema	210
Table 10.51 – ItemAwareElement model associations	211
Table 10.52 – DataObject attributes	213
Table 10.53 – DataObjectReference attributes and model associations	213
Table 10.54 – DataState attributes and model associations	213
Table 10.55 – Data Store attributes	216
Table 10.56 – Data Store attributes	217
Table 10.57 – Property attributes	218
Table 10.58 – InputOutputSpecification Attributes and Model Associations	220
Table 10.59 – DataInput attributes and model associations	222
Table 10.60 – DataOutput attributes and associations	224
Table 10.61 – InputSet attributes and model associations	226

Table 10.62 – OutputSet attributes and model associations	228
Table 10.63 – DataAssociation model associations	230
Table 10.64 – Assignment attributes	231
Table 10.65 – XPath Extension Function for Data Objects	234
Table 10.66 – XPath Extension Function for Data Inputs and Data Outputs	234
Table 10.67 – XPath Extension Functions for Properties	235
Table 10.68 – XPath extension functions for instance attributes	235
Table 10.69 – Assignment XML schema	236
Table 10.70 – DataAssociation XML schema	236
Table 10.71 – DataInput XML schema	236
Table 10.72 – DataInputAssociation XML schema	237
Table 10.73 – DataObject XML schema	237
Table 10.74 – DataState XML schema	237
Table 10.75 – DataOutput XML schema	238
Table 10.76 – DataOutputAssociation XML schema	238
Table 10.77 – InputOutputSpecification XML schema	238
Table 10.78 – InputSet XML schema	239
Table 10.79 – OutputSet XML schema	239
Table 10.80 – Property XML schema	240
Table 10.81 – Event model associations	243
Table 10.82 – CatchEvent attributes and model associations	243
Table 10.83 – ThrowEvent attributes and model associations	244
Table 10.84 – Top-Level Process Start Event Types	247
Table 10.85 – Sub-Process Start Event Types	249
Table 10.86 – Event Sub-Process Start Event Types	249

Table 10.85 – Sub-Process Start Event Types.	249
Table 10.86 – Event Sub-Process Start Event Types.	249
Table 10.87 – Start Event attributes.	252
Table 10.88 – End Event Types	255
Table 10.89 – Intermediate Event Types in Normal Flow	259
Table 10.90 – Intermediate Event Types Attached to an Activity Boundary	262
Table 10.91 – Boundary Event attributes	266
Table 10.92 – Possible Values of the cancelActivity Attribute.	266
Table 10.93 – Types of Events and their Markers.	269
Table 10.94 – CompensationEventDefinition attributes and model associations	272
Table 10.95 – ConditionalEventDefinition model associations	273
Table 10.96 – ErrorEventDefinition attributes and model associations	274
Table 10.97 – EscalationEventDefinition attributes and model associations.	275
Table 10.98 – LinkEventDefinition attributes	278
Table 10.99 – MessageEventDefinition model associations	279
Table 10.100 – SignalEventDefinition model associations.	281
Table 10.101 – TimerEventDefinition model associations	282
Table 10.102 – BoundaryEvent XML schema	290
Table 10.103 – CancelEventDefinition XML schema.	290
Table 10.104 – CatchEvent XML schema.	290

Table 10.105	– CancelEventDefinition XML schema	291
Table 10.106	– CompensateEventDefinition XML schema	291
Table 10.107	– ConditionalEventDefinition XML schema	291
Table 10.108	– ErrorEventDefinition XML schema	291
Table 10.109	– EscalationEventDefinition XML schema	292
Table 10.110	– Event XML schema	292
Table 10.111	– EventDefinition XML schema	292
Table 10.112	– ImplicitThrowEvent XML schema	292
Table 10.113	– IntermediateCatchEvent XML schema	292
Table 10.114	– IntermediateThrowEvent XML schema	293
Table 10.115	– LinkEventDefinition XML schema	293
Table 10.116	– MessageEventDefinition XML schema	293
Table 10.117	– Signal XML schema	293
Table 10.118	– SignalEventDefinition XML schema	294
Table 10.119	– StartEvent XML schema	294
Table 10.120	– TerminateEventDefinition XML schema	294
Table 10.121	– ThrowEvent XML schema	294
Table 10.122	– TimerEventDefinition XML schema	295
Table 10.123	– ExclusiveGateway Attributes & Model Associations	300
Table 10.124	– InclusiveGateway Attributes & Model Associations	301
Table 10.125	– Complex Gateway model associations	304
Table 10.126	– Instance attributes related to the Complex Gateway	305
Table 10.127	– EventBasedGateway Attributes & Model Associations	309
Table 10.128	– ComplexGateway XML schema	309
Table 10.129	– EventBasedGateway XML schema	309

Table 10.128 – ComplexGateway XML schema	309
Table 10.129 – EventBasedGateway XML schema	309
Table 10.130 – ExclusiveGateway XML schema	310
Table 10.131 – Gateway XML schema	310
Table 10.132 – InclusiveGateway XML schema	310
Table 10.133 – ParallelGateway XML schema	310
Table 10.134 – LaneSet attributes and model associations	316
Table 10.135 – Lane attributes and model associations	317
Table 10.136 – Process XML schema	321
Table 10.137 – Auditing XML schema	321
Table 10.138 – GlobalTask XML schema	321
Table 10.139 – Lane XML schema	322
Table 10.140 – LaneSet XML schema	322
Table 10.141 – Monitoring XML schema	322
Table 10.142 – Performer XML schema	323
Table 11.1 – Choreography Activity Model Associations	332
Table 11.2 – Choreography Task Model Associations	338
Table 11.3 – Sub-Choreography Model Associations	342
Table 11.4 – Call Choreography Model Associations	345
Table 11.5 – Global Choreography Task Model Associations	345

Table 11.6 – Use of Start Events in Choreography	350
Table 11.7 - Use of Intermediate Events in Choreography	350
Table 11.8 – Use of End Events in Choreography	354
Table 11.9 – Choreography XML schema.....	374
Table 11.10 – GlobalChoreographyTask XML schema	375
Table 11.11 – ChoreographyActivity XML schema	375
Table 11.12 – ChoreographyTask XML schema.....	375
Table 11.13 – CallChoreography XML schema	376
Table 11.14 – SubChoreography XML schema	376
Table 12.1 – BPMNDiagram XML schema.....	381
Table 12.2 – BPMNPlane XML schema	382
Table 12.3 – BPMNShape XML schema.....	384
Table 12.4 – BPMNEdge XML schema	386
Table 12.5 – BPMNLabel XML schema	388
Table 12.6 – BPMNLabelStyle XML schema.....	388
Table 12.7 – Complete BPMN DI XML schema.....	389
Table 12.8 – Depiction Resolution for Loop Characteristic Markers.....	393
Table 12.9 – Depiction Resolution for Compensation Marker	394
Table 12.10 – Depiction Resolution for Tasks	395
Table 12.11 – Depiction Resolution for Collapsed Sub-Processes	396
Table 12.12 – Depiction Resolution for Expanded Sub-Processes	397
Table 12.13 – Depiction Resolution for Collapsed Ad Hoc Sub-Processes	397
Table 12.14 – Depiction Resolution for Expanded Ad Hoc Sub-Processes	398
Table 12.15 – Depiction Resolution for Collapsed Transactions	398
Table 12.16 – Depiction Resolution for Tasks	399
Table 12.17 – Depiction Resolution for Collapsed Event Sub-Processes	399
Table 12.18 – Depiction Resolution for Expanded Event Sub-Processes	400

Table 12.19 – Depiction Resolution for Call Activities (Calling a Global Task)	402
Table 12.20 – Depiction Resolution for Collapsed Call Activities (Calling a Process)	403
Table 12.21 – Depiction Resolution for Expanded Call Activities (Calling a Process)	403
Table 12.22 – Depiction Resolution for Data	404
Table 12.23 – Depiction Resolution for Events	405
Table 12.24 – Depiction Resolution for Gateways	411
Table 12.25 – Depiction Resolution for Artifacts	412
Table 12.26 – Depiction Resolution for Lanes	413
Table 12.27 – Depiction Resolution for Pools	413
Table 12.28 – Depiction Resolution for Choreography Tasks	414
Table 12.29 – Depiction Resolution for Sub-Choreographies (Collapsed)	415
Table 12.30 – Depiction Resolution for Sub-Choreographies (Expanded)	416
Table 12.31 – Depiction Resolution for Call Choreographies (Calling a Global Choreography Task)	417
Table 12.32 – Depiction Resolution for Collapsed Call Choreographies (Calling a Choreography) ..	418
Table 12.33 – Depiction Resolution for Expanded Call Choreographies (Calling a Choreography) ..	419
Table 12.34 – Depiction Resolution for Choreography Participant Bands	419

Table 12.35 – Depiction Resolution for Conversations	422
Table 12.36 – Depiction Resolution for Connecting Objects	423
Table 12.37 – Expanded Sub-Process BPMN DI instance	426
Table 12.38 – Start and End Events on the Border BPMN DI instance	427
Table 12.39 – Collapsed Sub-Process BPMN DI instance	429
Table 12.40 – Sub-Process Content BPMN DI instance	430
Table 12.41 – Multiple Lanes and Nested Lanes BPMN DI instance	431
Table 12.42 – Vertical Collaboration BPMN DI instance	433
Table 12.43 – Conversation BPMN DI instance	435
Table 12.44 – Choreography BPMN DI instance	437
Table 13.1 – Parallel Gateway Execution Semantics	448
Table 13.2 – Exclusive Gateway Execution Semantics	449
Table 13.3 – Inclusive Gateway Execution Semantics	451
Table 13.4 – Event-Based Gateway Execution Semantics	452
Table 13.5 – Semantics of the Complex Gateway	454
Table 14.1 – Common Activity Mappings to WS-BPEL	464
Table 14.2 - Expressions mapping to WS-BPEL	484

1 Scope

The **Object Management Group (OMG)** has developed a standard **Business Process Model and Notation (BPMN)**. The primary goal of **BPMN** is to provide a notation that is readily understandable by all business users, from the business analysts that create the initial drafts of the processes, to the technical developers responsible for implementing the technology that will perform those processes, and finally, to the business people who will manage and monitor those processes. Thus, **BPMN** creates a standardized bridge for the gap between the business process design and process implementation.

Another goal, but no less important, is to ensure that XML languages designed for the execution of business processes, such as **WSBPEL (Web Services Business Process Execution Language)**, can be visualized with a business-oriented notation.

This specification represents the amalgamation of best practices within the business modeling community to define the notation and semantics of **Collaboration** diagrams, **Process** diagrams, and **Choreography** diagrams. The intent of **BPMN** is to standardize a business process model and notation in the face of many different modeling notations and viewpoints. In doing so, **BPMN** will provide a simple means of communicating process information to other business users, process implementers, customers, and suppliers.

The membership of the **OMG** has brought forth expertise and experience with many existing notations and has sought to consolidate the best ideas from these divergent notations into a single standard notation. Examples of other notations or methodologies that were reviewed are **UML Activity Diagram**, **UML EDOC Business Processes**, **IDEF**, **ebXML BPSS**, **Activity-Decision Flow (ADF) Diagram**, **RosettaNet**, **LOVeM**, and **Event-Process Chains (EPCs)**.

2 Conformance

Software can claim compliance or conformance with **BPMN 2.0** if and only if the software fully matches the applicable compliance points as stated in the specification. Software developed only partially matching the applicable compliance

1 Scope

The Object Management Group (OMG) has developed a standard Business Process Model and Notation (BPMN).

“The primary goal of BPMN is to provide a notation that is readily understandable by all business users, from the business analysts that create the initial drafts of the processes, to the technical developers responsible for implementing the technology that will perform those processes, and finally, to the business people who will manage and monitor those processes.”

2

So compliance points as stated in the specification. Software developed only partially matching the applicable compliance

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No one is obliged to be a genius,
but everyone is obliged to participate.

— Philippe Starck
Product Designer

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BPM IS A CULTURAL ISSUE, NOT A TECHNICAL ONE



5 Charters for BPM Governance

- Charter for BPM Platform Sharing (rules for access among projects, entities)
- Charter for BPM Democracy (access, visibility, dialog)
- Charter for BPM Budget Transparency: top down, bottom up, peer review - ex ante, ex post
- Charter for BPM “conflict situations” (BPM and SOA, interface definition)
- Charter for BPM Investment (maintaining the infrastructure, upgrading, maintenance)

The screenshot shows a web browser window displaying a Wikiversity page. The browser's address bar shows the URL: http://en.wikiversity.org/wiki/Topic:Business_process_management_program_governance. The page title is "Topic:Business process management program governance".

At the top, there is a navigation bar with links: "topic", "discussion", "edit this page", "history", "move", and "unwatch". A banner at the top right says "Scholarship applications for Wikimania 2009 are now open. Apply now!".

The main content area features a heading "Topic:Business process management program governance" and a sub-heading "Welcome to the Business Process Management (BPM) Program Governance area." Below this is a "Contents" table of contents:

- 1 About this learning experience
- 2 Learning materials and learning projects
- 3 Experience news
- 4 Participation
- 5 Resources
- 6 External links

The "About this learning experience" section contains the text: "Proper operational governance is essential for the effective incorporation of BPM into an organization. Research has shown that there are many entities who have succeeded at navigating specific BPM program challenges. The mission is to collect and to collate these best practices. Experienced BPM practitioners can learn from one another while newcomers also leverage those lessons." To the right of this text are two informational boxes: "Educational level: this is a non-formal education resource" and "Completion status: this resource is just getting off the ground. Please feel welcome to help!".

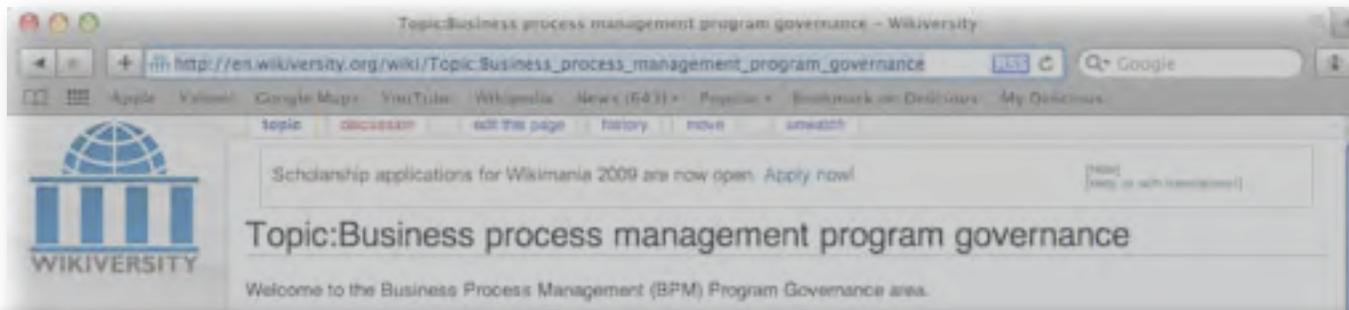
The "Learning materials and learning projects" section is titled "Five Charters for BPM Program Governance" and lists the following items:

- The Charters for BPM Program Governance - An Overview
- Charter for the BPM Engine
- Charter for BPM Democracy
- Charter for Alignment
- Charter for Conflict Resolution
- Charter for BPM Investment

At the bottom of this section is a link to "A Charters Glossary".

The left sidebar contains several utility sections: "search" with a search box; "navigation" with links like "Main Page", "Browse", "Recent changes", "Guided tours", "Random", "Help", and "Donate"; "community" with links like "Portal", "Colloquium", "News", "Projects", "Sandbox", and "Help:stew"; and "toolbox" with links like "What links here", "Related changes", "Upload file", "Special pages", "Protect/unprotect", and "Permanent link".

Go to wikiversity.org and search for 'bpm governance'



The Charters for BPM Program Governance - An Overview



[Charter for the BPM Engine](#)



[Charter for BPM Democracy](#)



[Charter for Alignment](#)



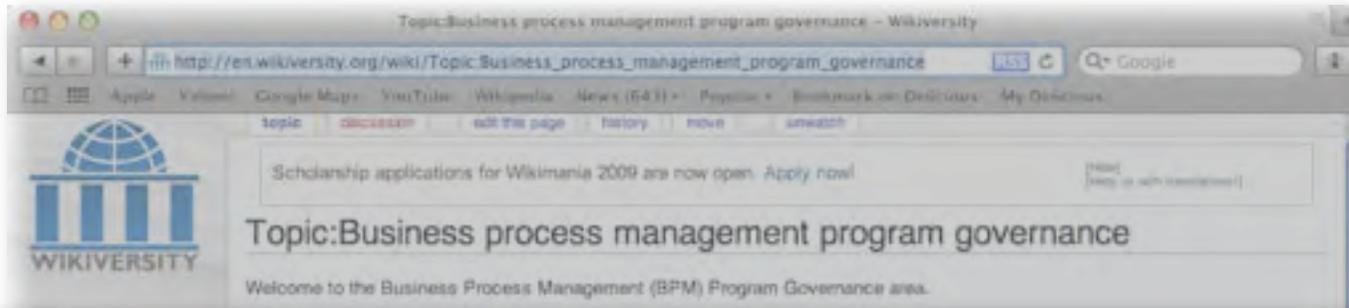
[Charter for Conflict Resolution](#)



[Charter for BPM Investment](#)

[A Charters Glossary](#)

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[Charter for Alignment](#)



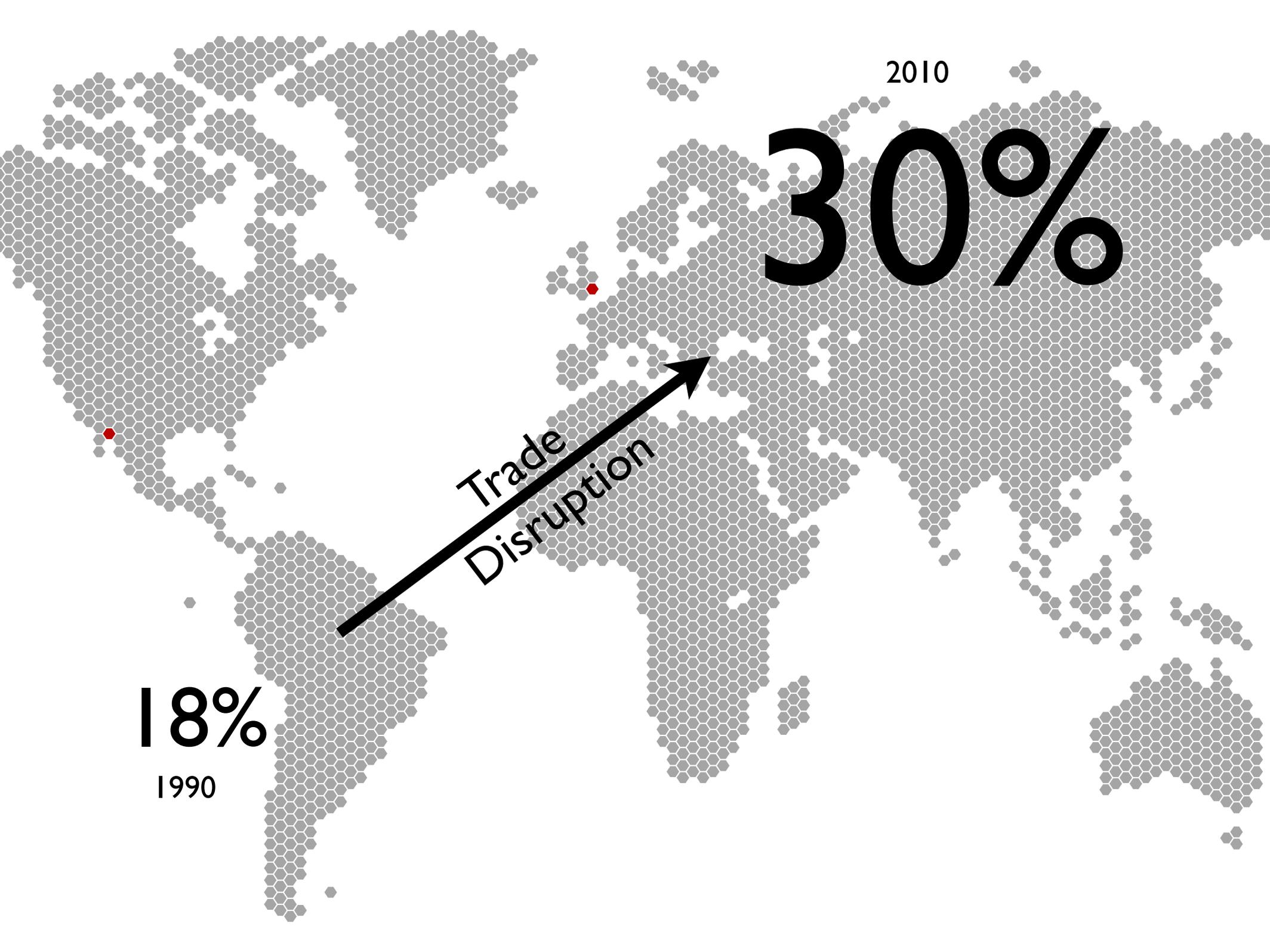
[Charter for Conflict Resolution](#)



[Charter for BPM Investment](#)

[A Charters Glossary](#)

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2010

30%

Trade
Disruption

18%

1990

The Next Decade of BPM

Social

Visible

Turbulent

“

The poet's work is putting silence around
everything worth remembering.

”

— Natalie Merchant, *Musician*