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Large Process Models and Process Model Collections: - Challenges, Methods, Technologies -

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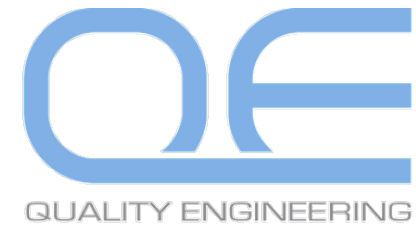


DBIS EXPERIENCE
processes for a *flex*ible world

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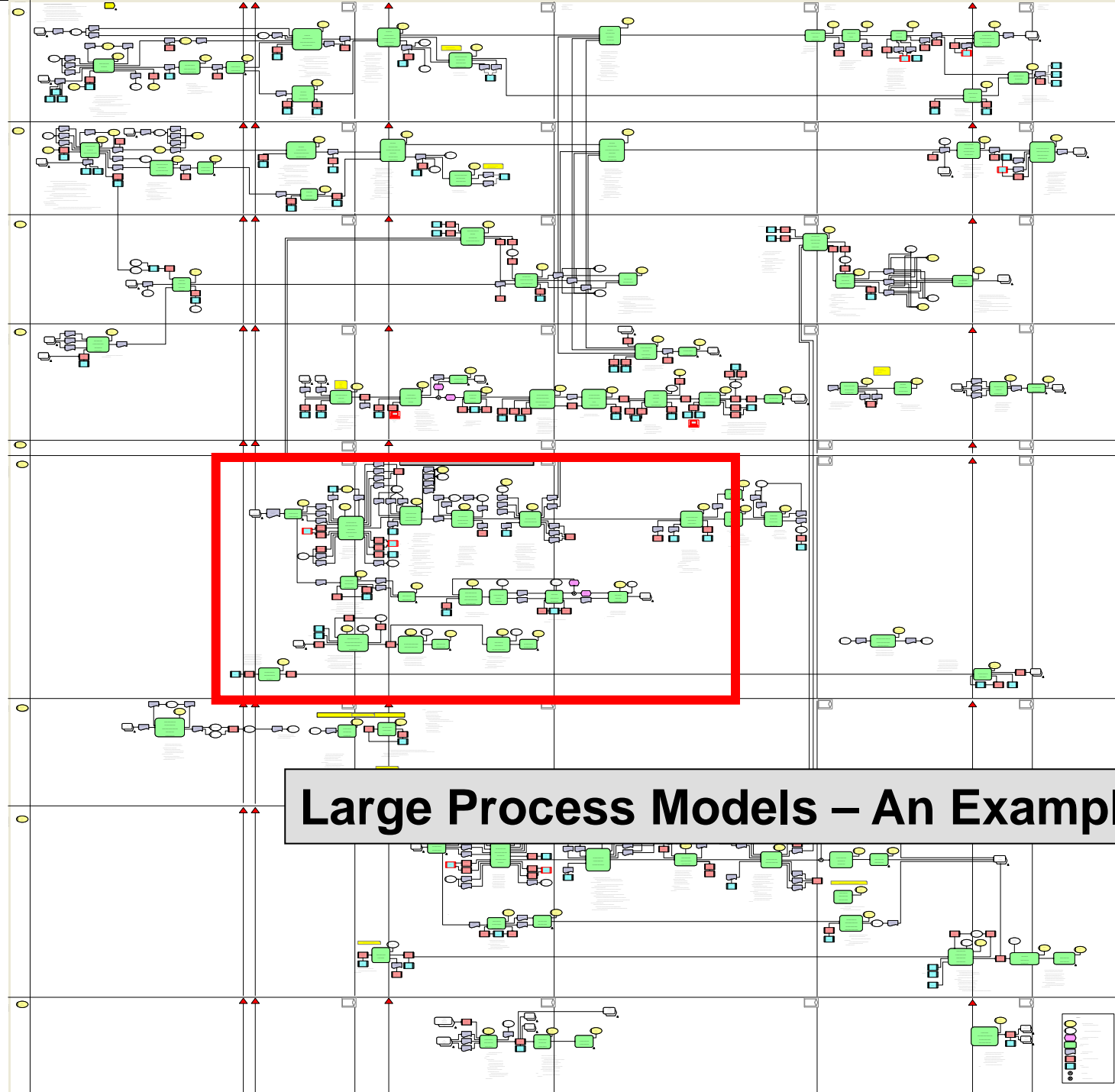


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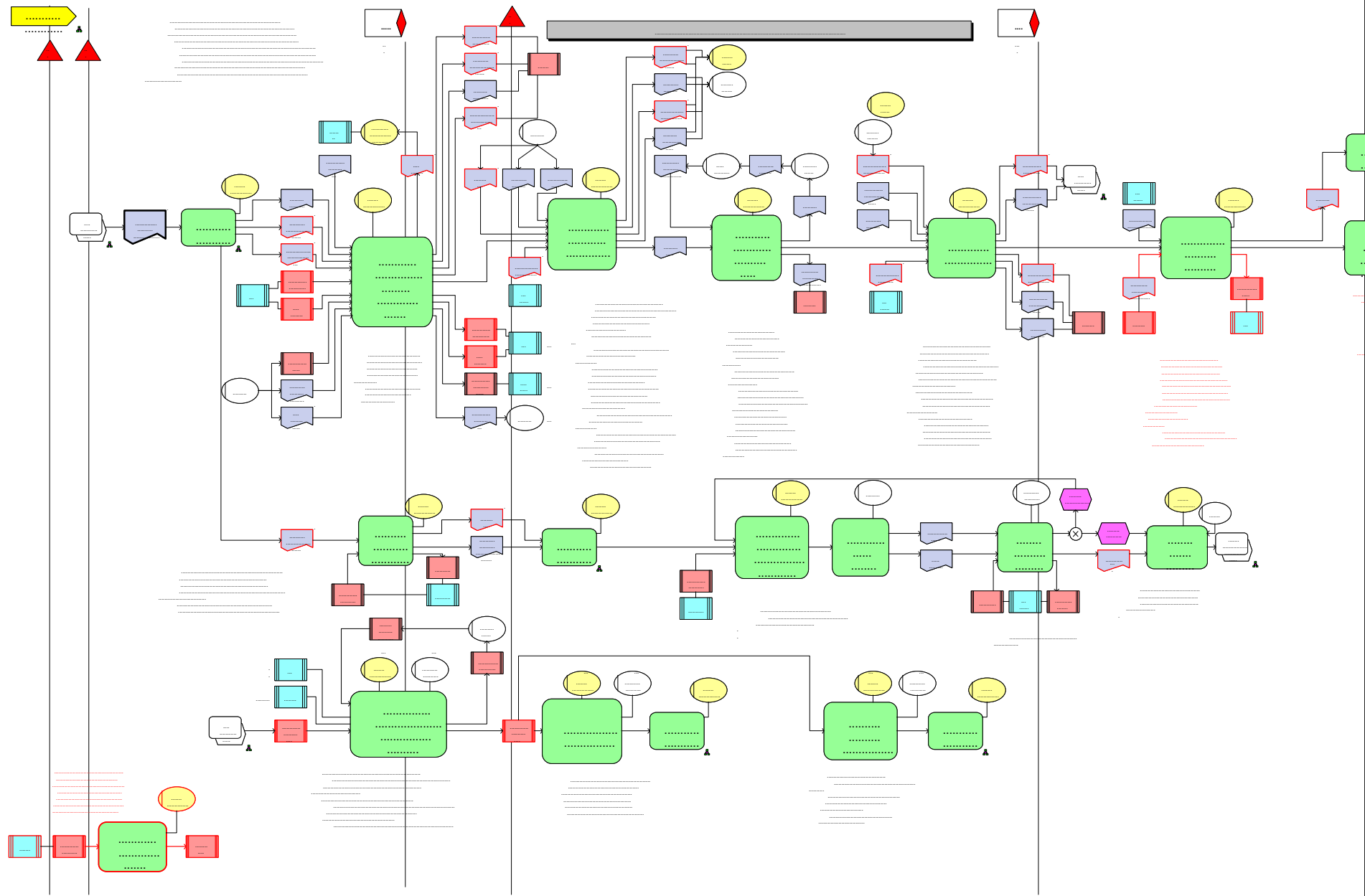




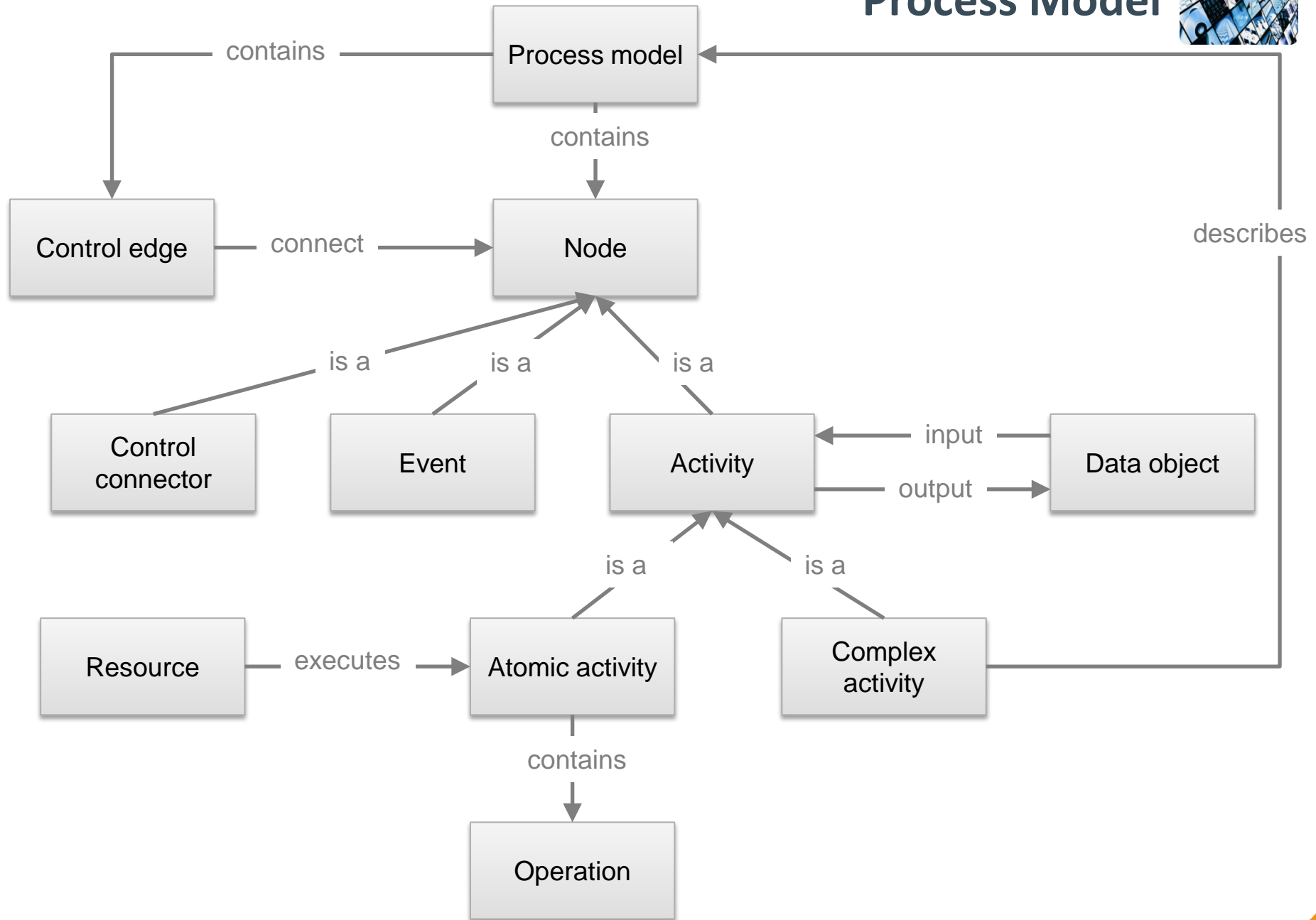
- Challenges & Basic Notions
- Part I: Large Process Models
- Part II: Large Process Model Collections
- Part III: Large Process Structures
- References



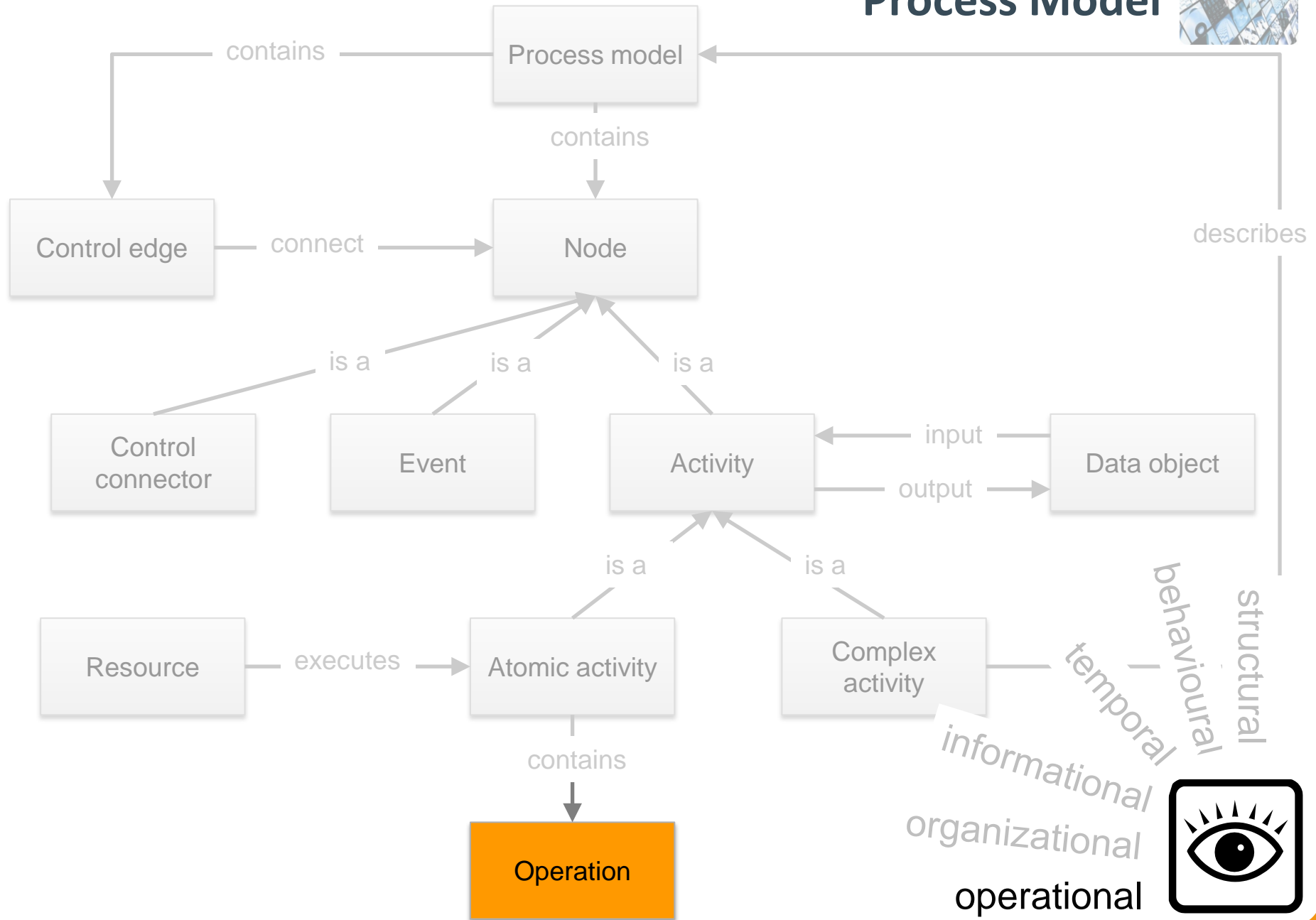
Large Process Models – An Example!



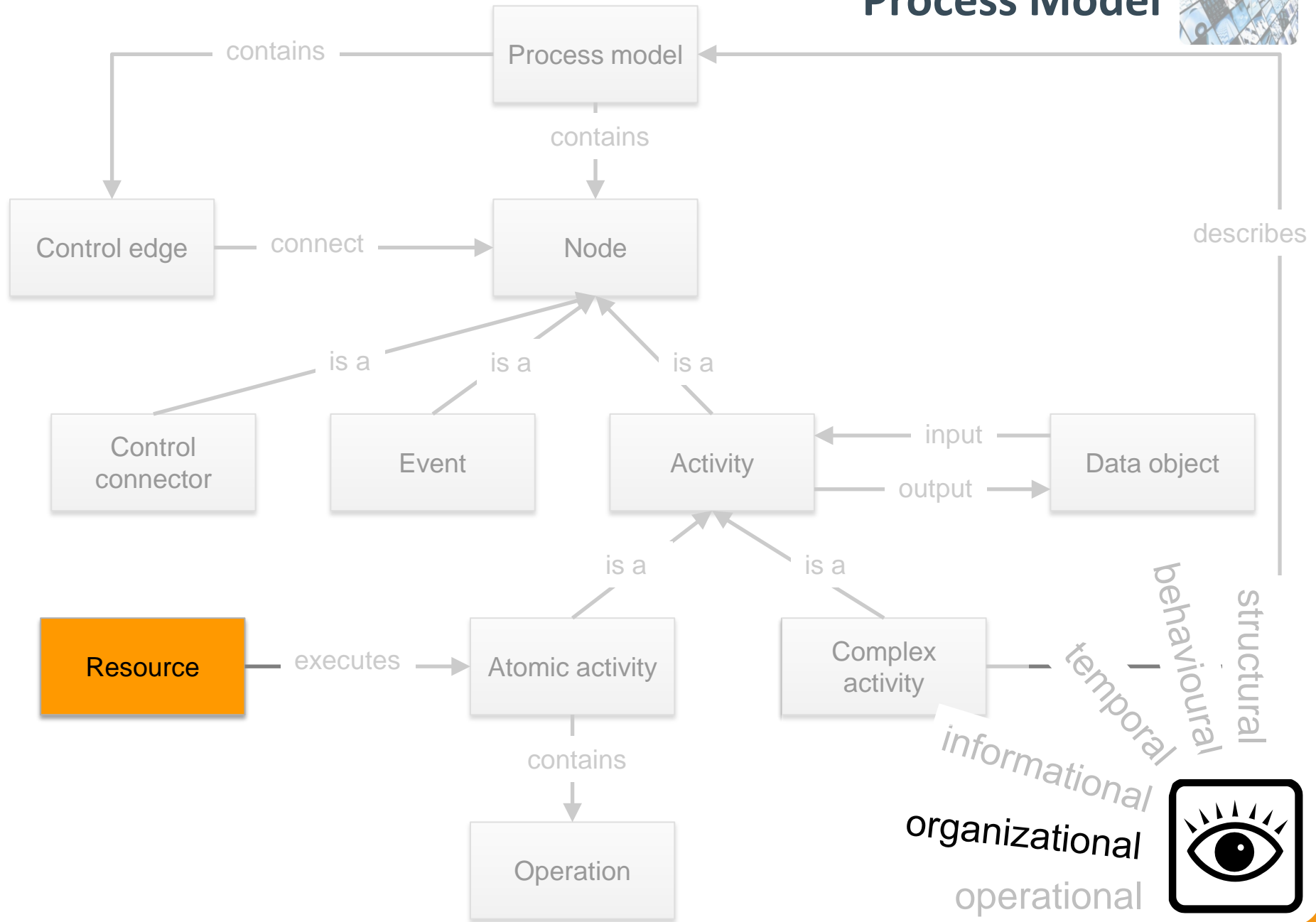
Process Model



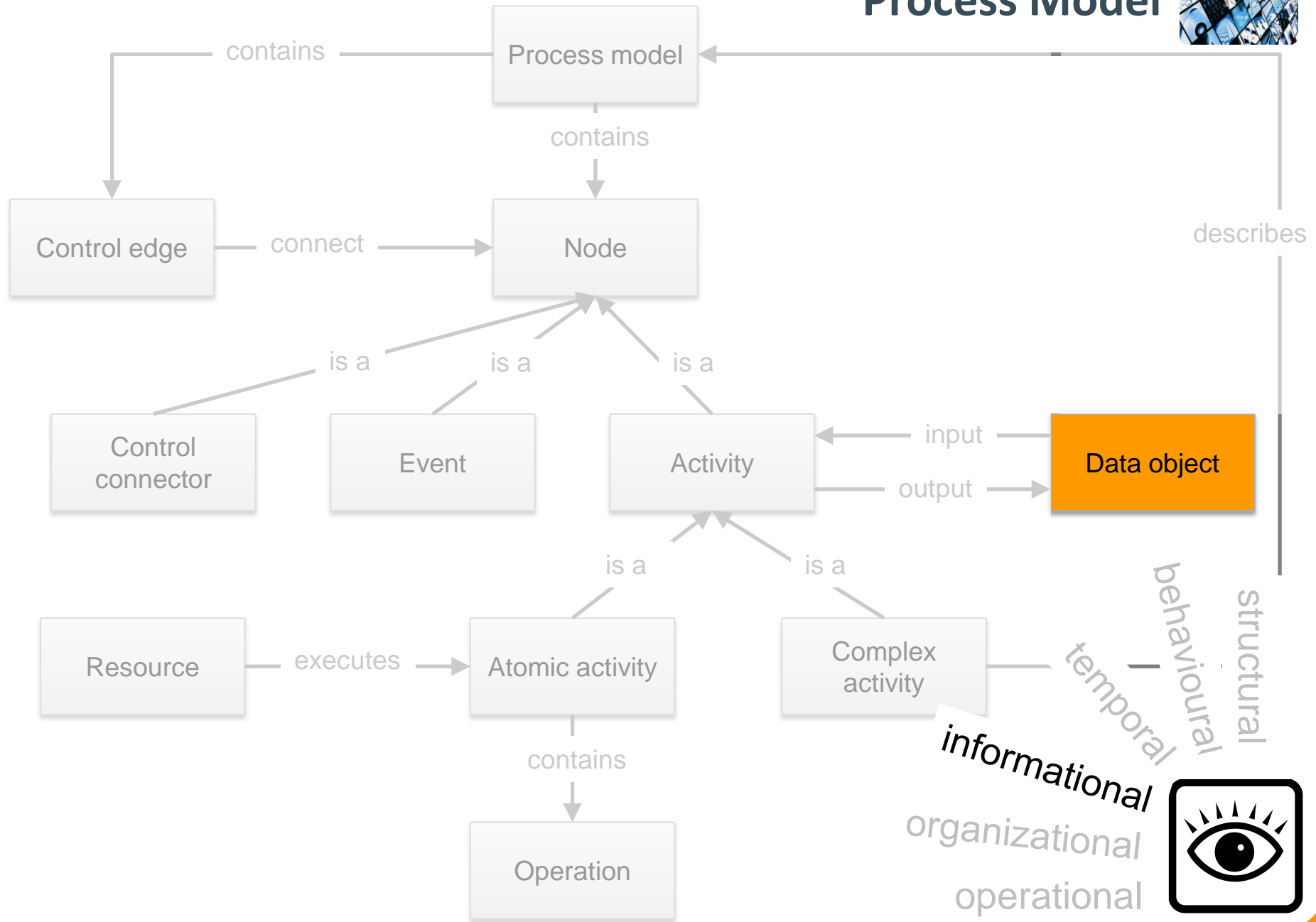
Process Model



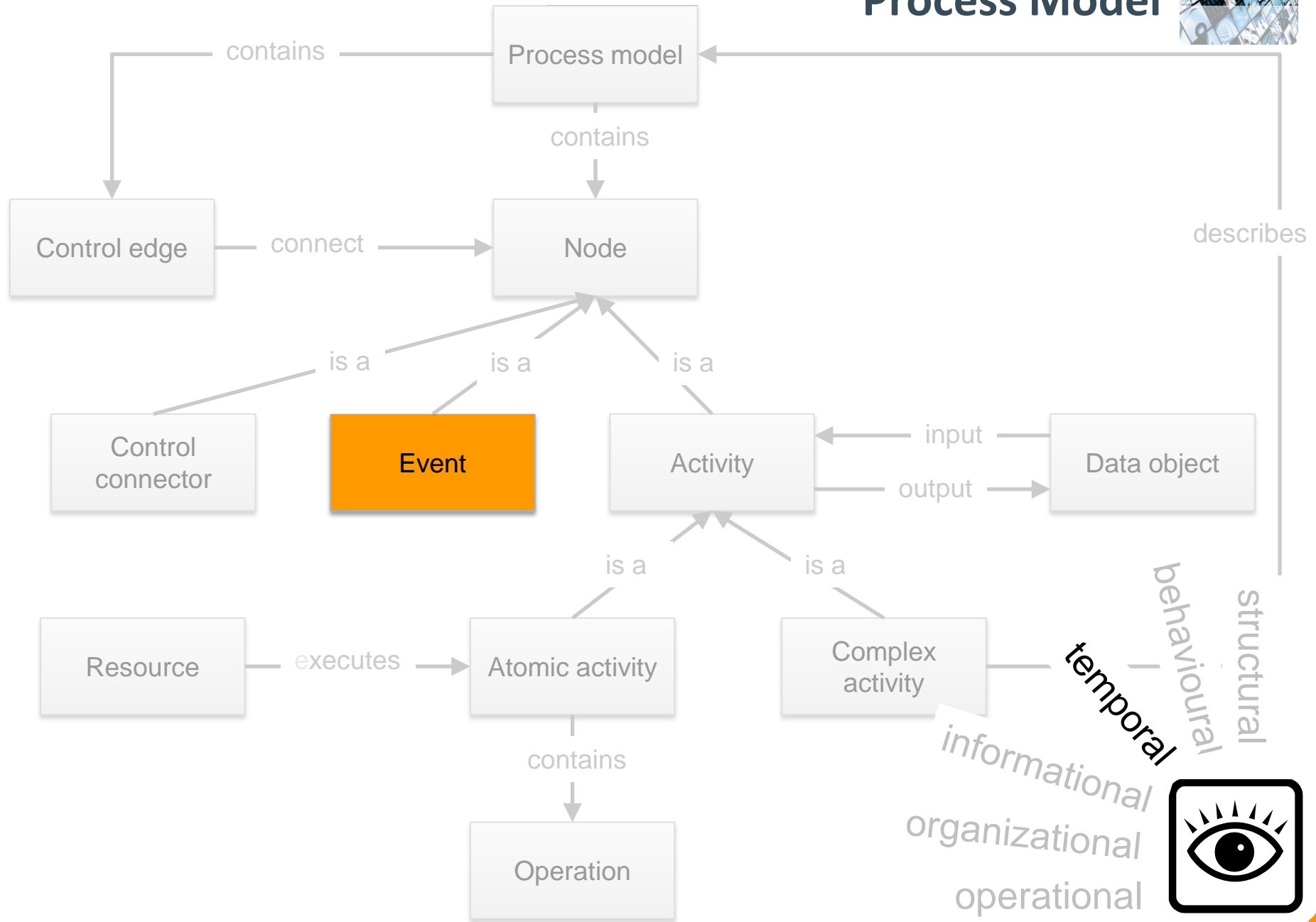
Process Model



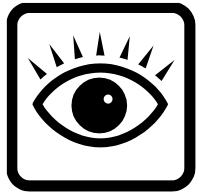
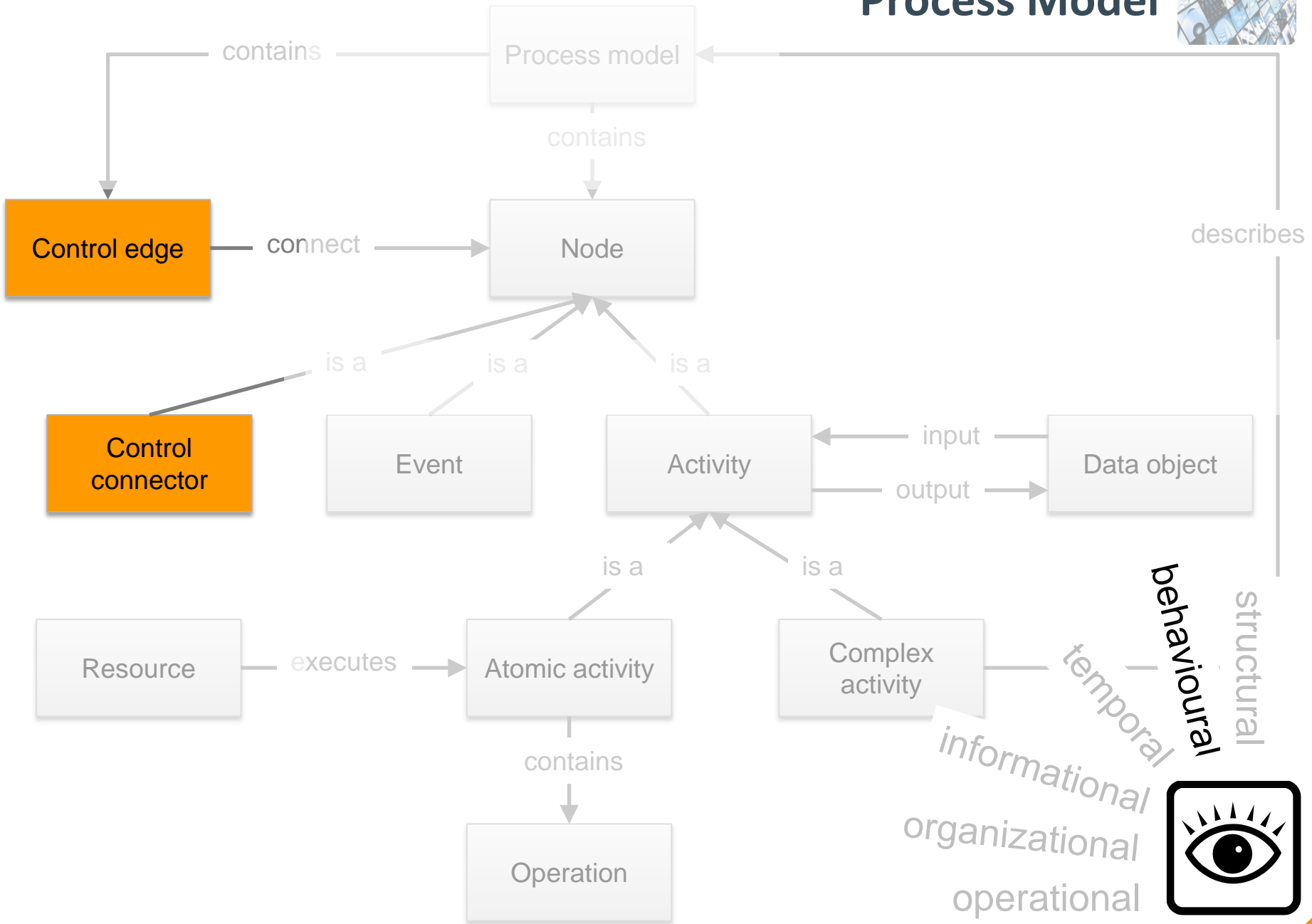
Process Model



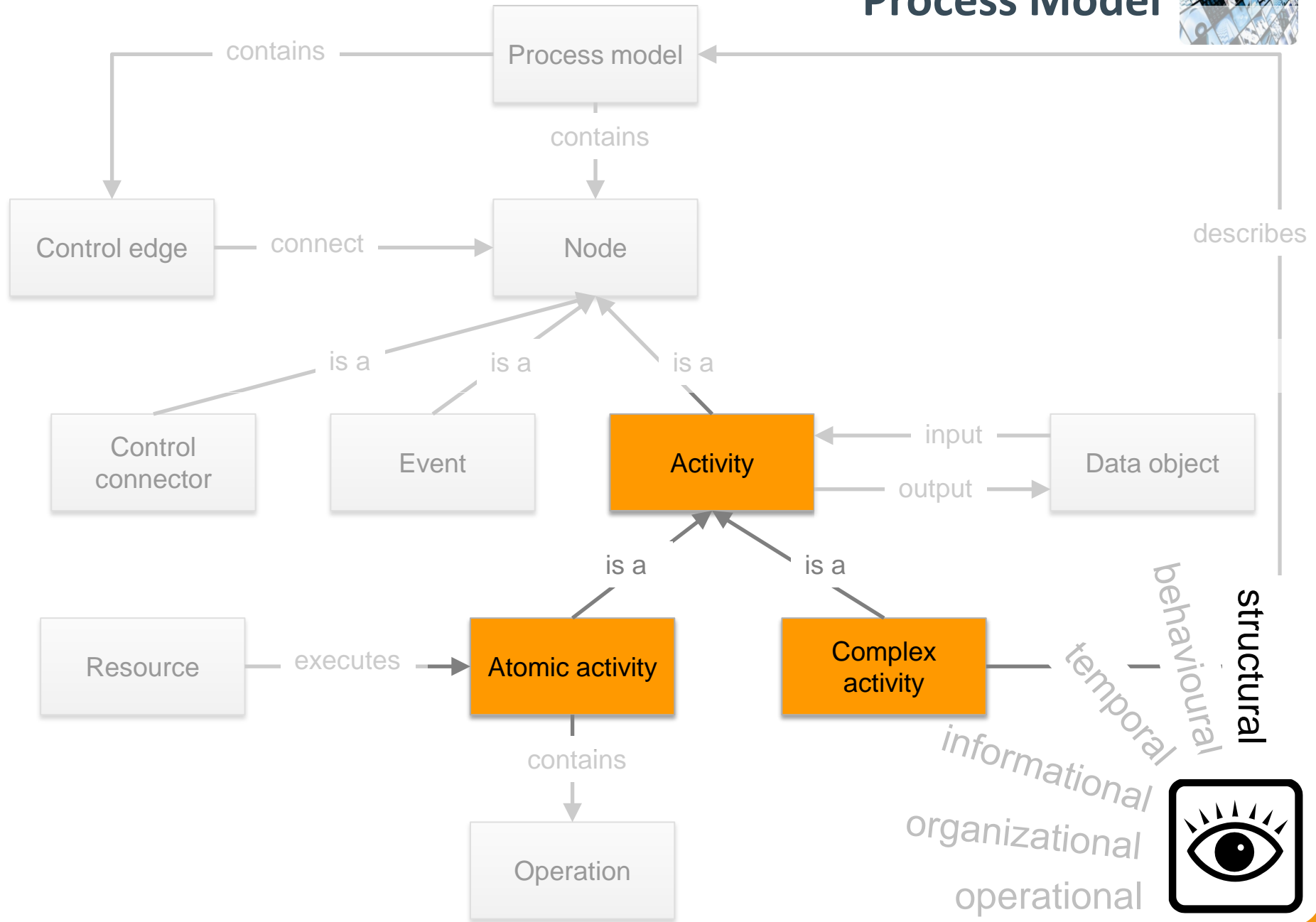
Process Model



Process Model



Process Model

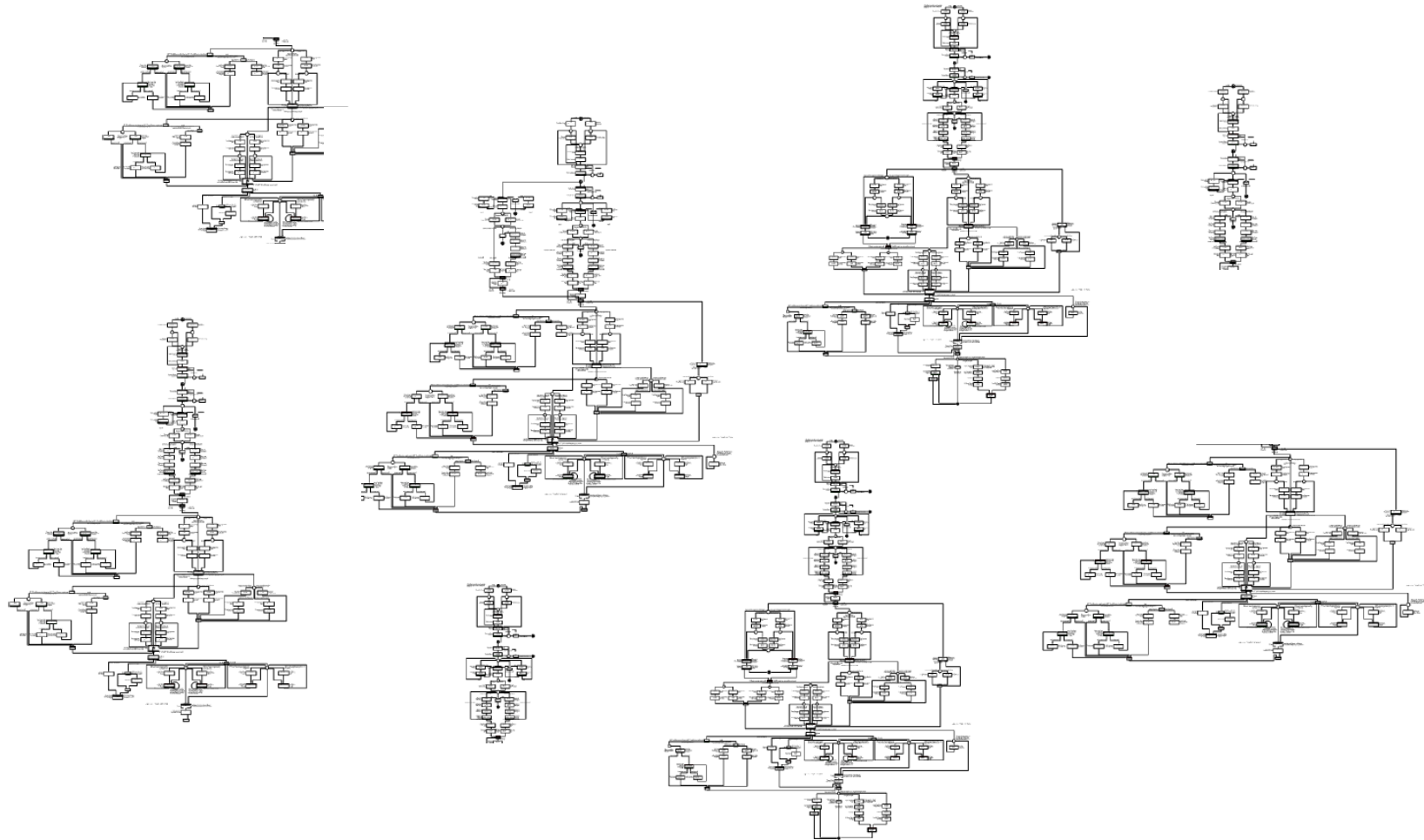


structural
behavioural
temporal

informational
organizational
operational



Process Model Collections

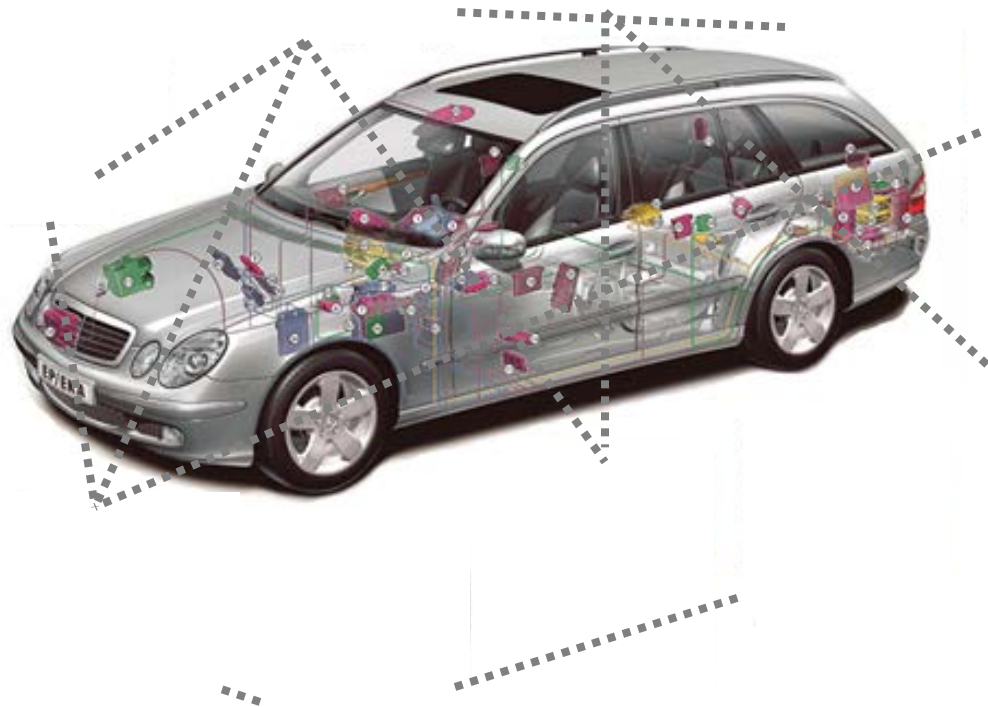


Process Model Collections

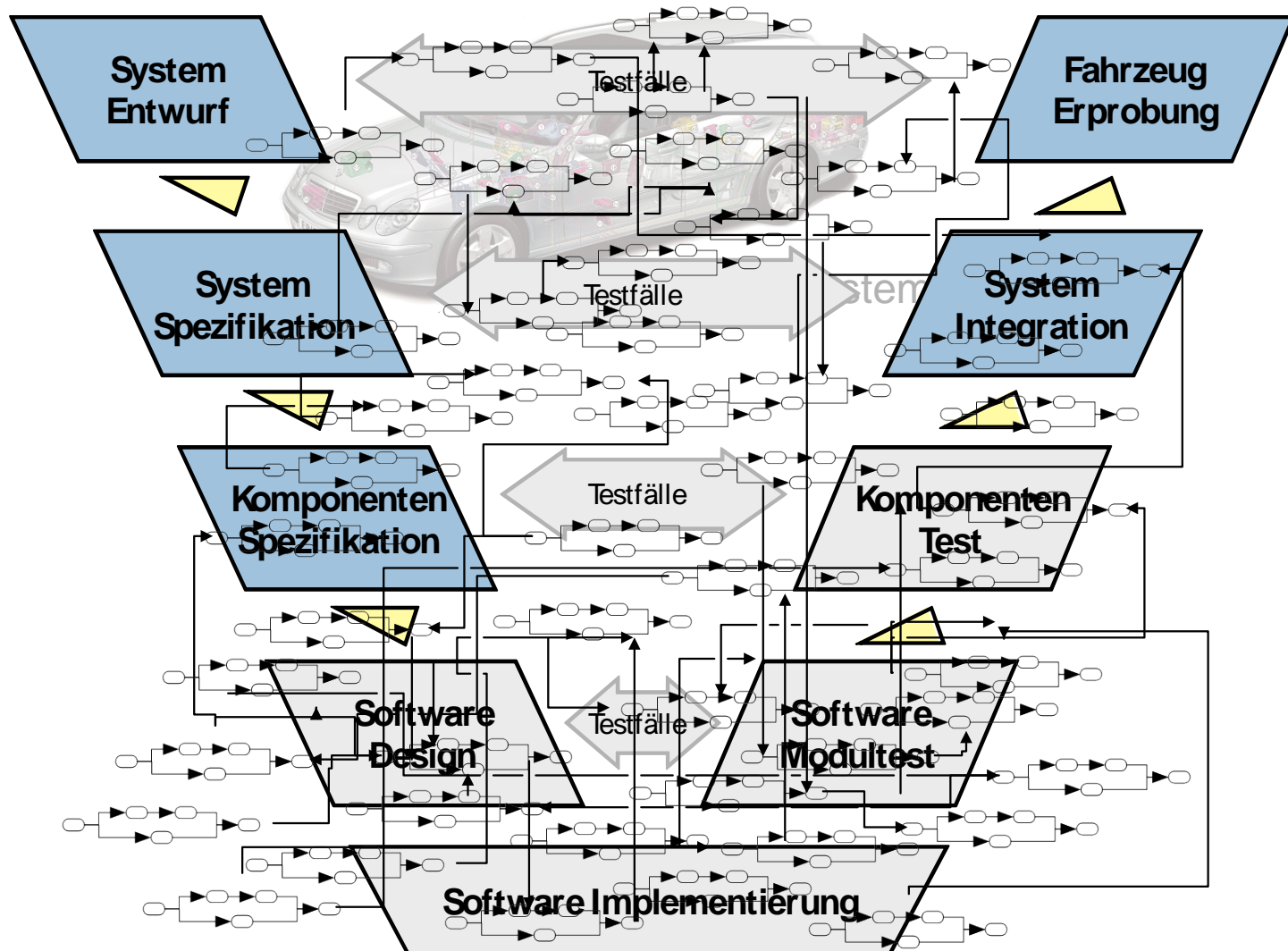


- Sets of process models
 - Sharing goals
 - Collections of process model **variants**
 - Targeted at different stakeholders
 - Collections of process model **user views**
 - Described at different abstraction levels
 - Collections of process model **at different level of detail**
 - Dealing with process model evolution
 - Collections of process model **versions**
 - Stored within the same repository
 - Collections of **enterprise** process models

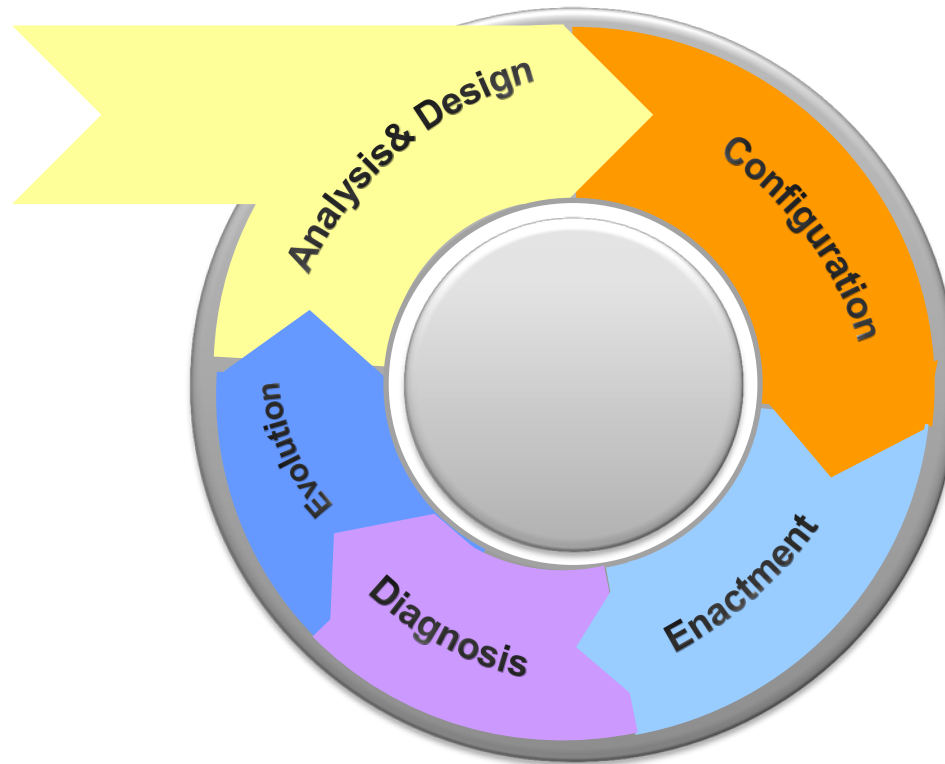
Process Structures

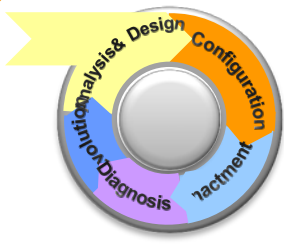


Process Structures



Lifecycle Phases

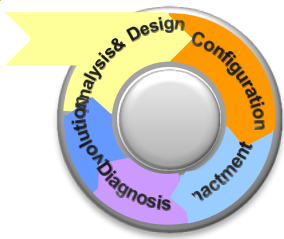




Lifecycle Phases



- Analysis & Design
 - BP identification and modelling
 - Based on domain requirements
 - BP Modelling notation and languages
 - Validation & Verification
 - Simulation techniques support Validation
- » Resulting artefact: BP model
 - » Fostering communication between different stakeholders

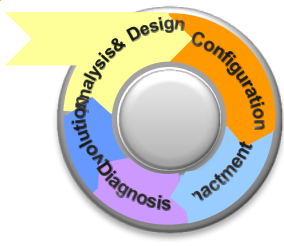


Lifecycle Phases



■ Configuration

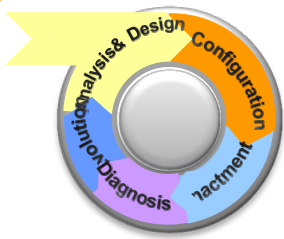
- Implementation of BP models
 - Implementation platform has to be chosen
 - BP model preparation for enactment
 - Interaction with the enterprise eco-system
 - users & existing systems
 - Tests to check desired behaviour
- » Resulting artefact: Ready-to-enact BP model



Lifecycle Phases



- Enactment
 - BP instance execution
 - Guaranteeing BP model constraints compliance
 - Monitoring & Visualizing techniques
 - Allow discovering the status of active BP cases
- » Resulting artefacts:
 - » Business Process instances
 - » Execution logs



Lifecycle Phases

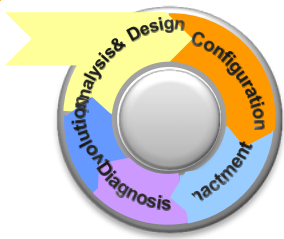


■ Diagnosis

— Analysis of execution logs

- Identification of poor quality designs
 - Fragments that are not used at all
- Identification of problems regarding execution environment adaptation

» Resulting artefact: Process model and configuration changes report



Lifecycle Phases



■ Evolution

- Application of changes to BP models based on
 - New requirements
 - Improvement opportunities
- » Resulting artefact: BP Model more accurate to the BP and its environment

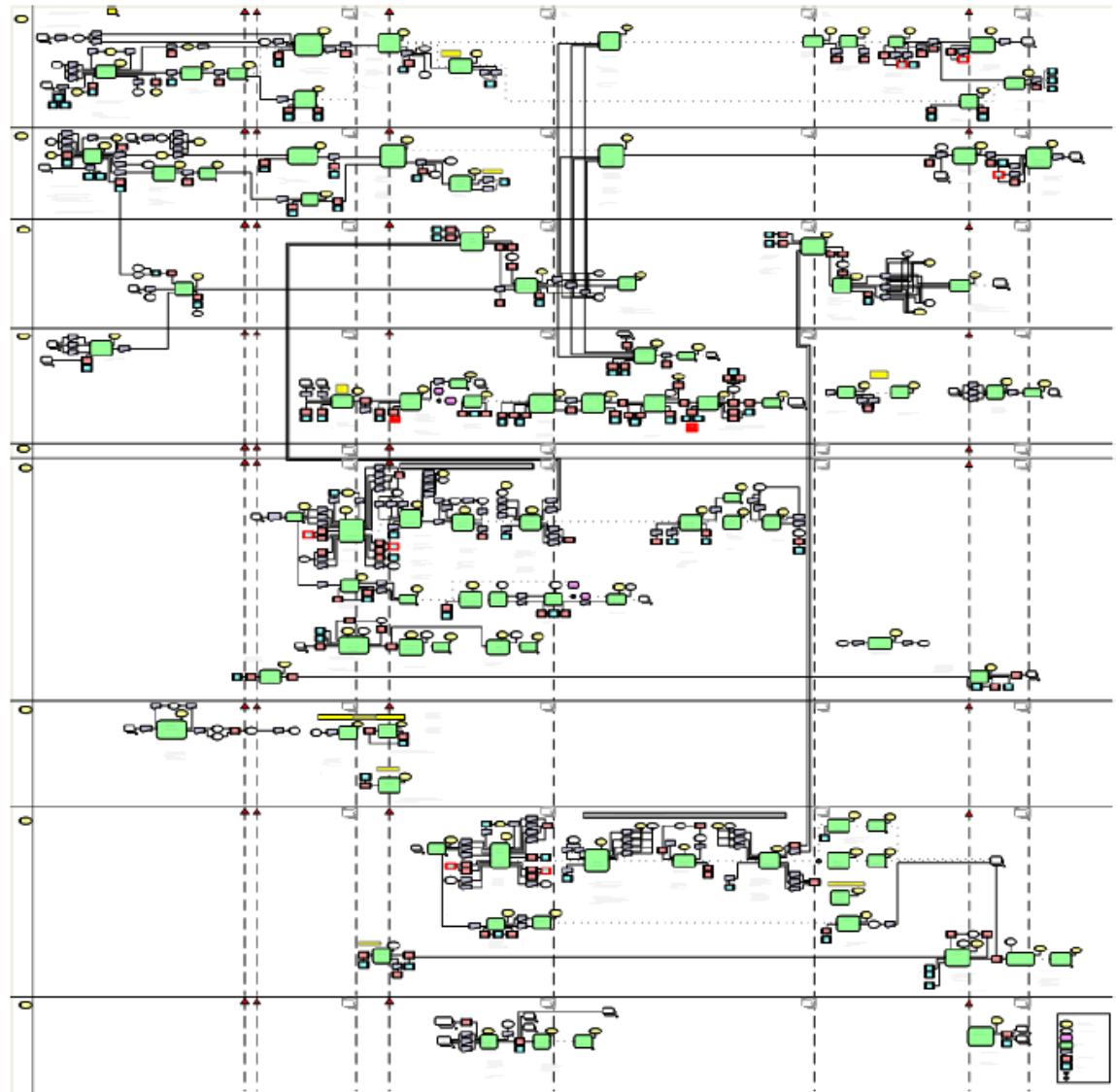


- Challenges & Basic Notions
- Part I: Large Process Models
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Challenge: Large Process Models



- Challenge:
Understanding
process models
of large size





Process Model Smells

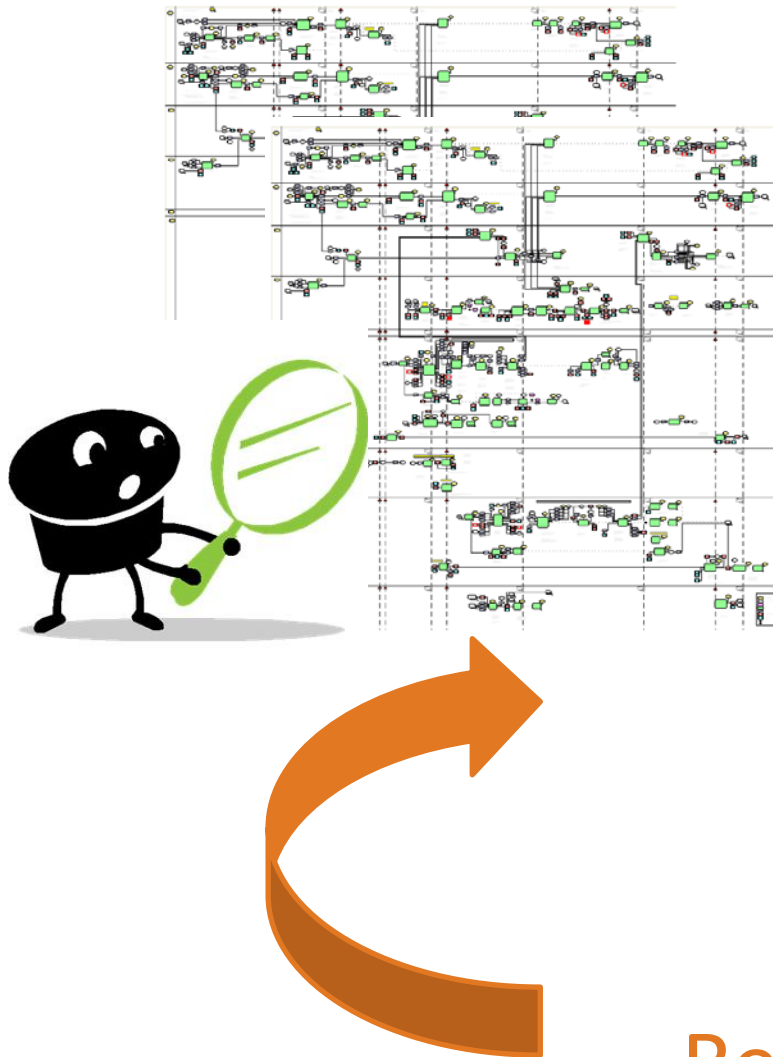
PMS1: Non-intention Revealing Naming of Activities / Process Model
PMS2: Contrived Complexity
PMS3: Redundant Process Fragment
PMS4: Large Process Models
PMS5: Lazy Process Models
PMS6: Unused Branches
PMS7: Frequently Occurring Instance Changes
PMS8: Frequently Occurring Variant Changes

(Weber and Reichert 2008, Weber et al. 2011)

Refactoring Large Process Models



Identification of
Process Model Smells



Application of
Refactoring Techniques



Process Model Refactorings

RF1: Rename Activity

RF2: Rename Process Schema

RF3: Substitute Process Fragment

RF4: Extract Process Fragment

RF5: Replace Process Fragment by Reference

RF6: Inline Process Fragment

RF7: Re-label Collection

RF8: Remove Redundancies

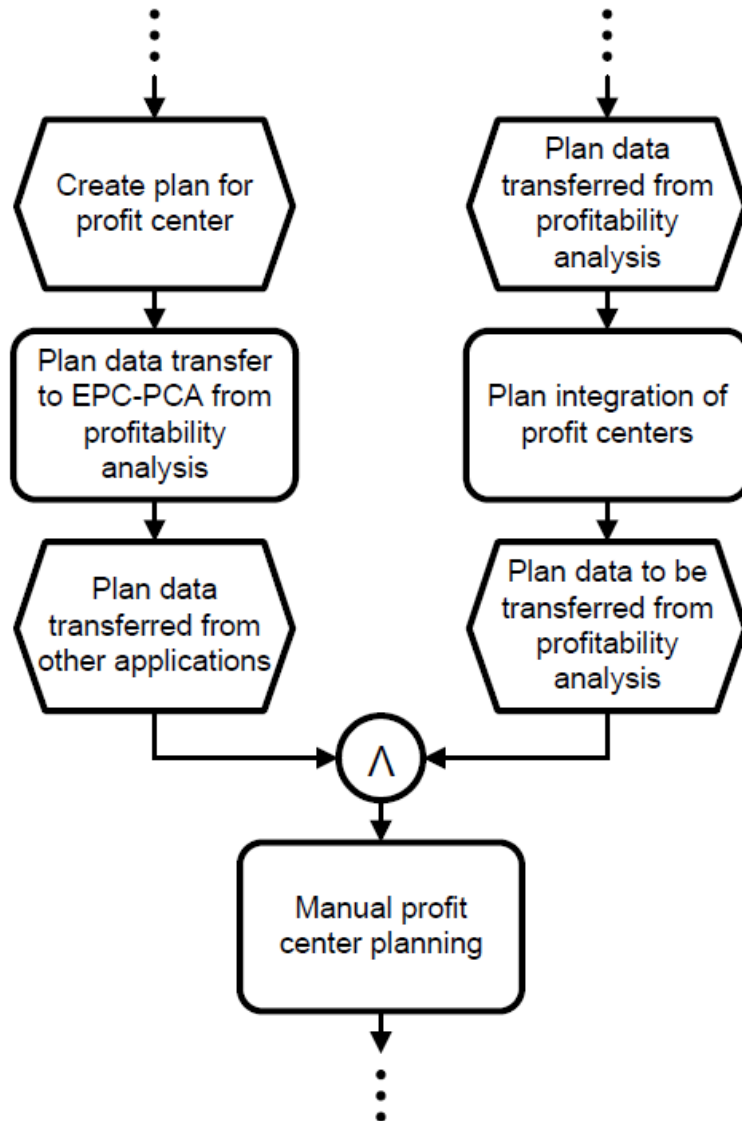
(Weber and Reichert 2008, Weber et al. 2011)

Labeling of Process Models



- PMS1. Non intention revealing naming of activities / process models
 - Ambiguous or non intention revealing labels
 - Inconsistent use of labeling styles

Example of Poor Labeling in SAP Reference Model



- Poor labeling may lead to ambiguities

— Plan a data transfer?

or

— Transfer plan data?

Number of ways students name an activity in a process model



- Insights from a process modeling experiment with 113 students.
- The following sentence in the process description

“Afterwards the scouting team attends games of the player they are interested in live in the football stadium.”

resulted into 84 different ways for naming this particular activity.

Guidelines for Labeling of Process Models



- Many guidelines stress the importance of proper labeling
(Malone 2003, Sharp and McDermott 2008)
- Empirical insights show that verb-object style is best understandable
(Mendling et al. 2010)

Automatic Refactoring of Labels



Labels are automatically refactored from action-noun style to labels in verb-object style

(Leopold, Smirnov, and Mendling 2012)

Plan data transfer to EPC-
PCA from profitability
analysis



Transfer plan data to
EPC-PCA from
profitability analysis

Refactorings RF1: Rename Activity

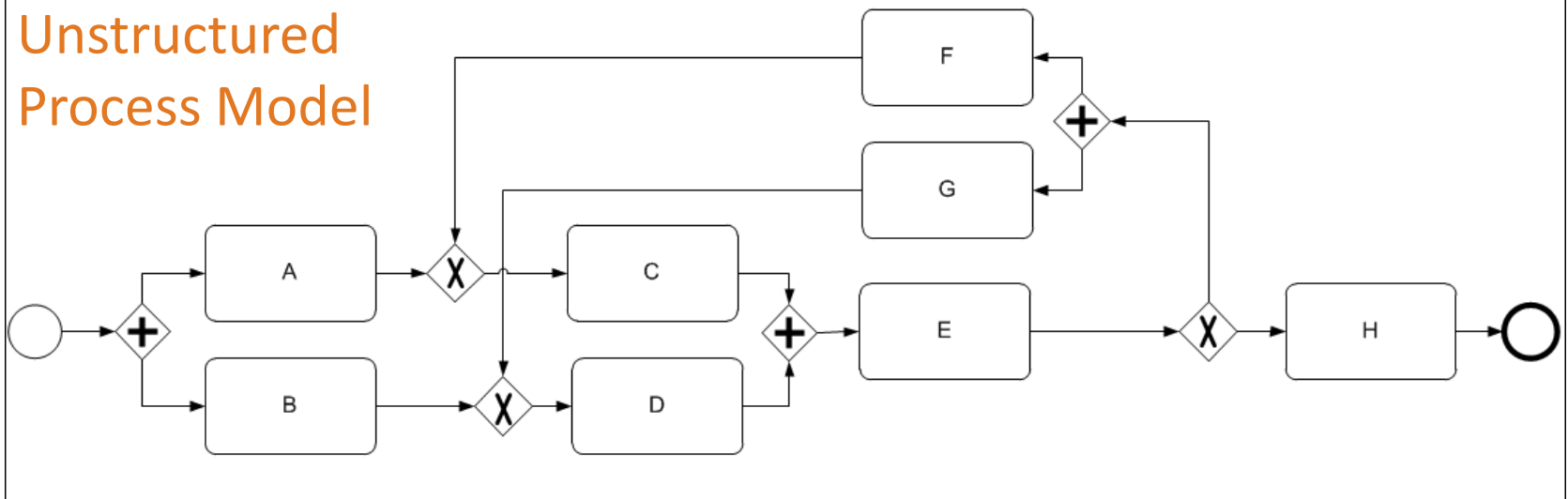
RF7: Re-label Collection

Structured versus Unstructured Business Process Models



- PMS2. Contrived Complexity
 - Unstructured process fragments are more difficult to understand than well-structured ones
- (Mendling, Reijers, van der Aalst 2010)

Unstructured Process Model

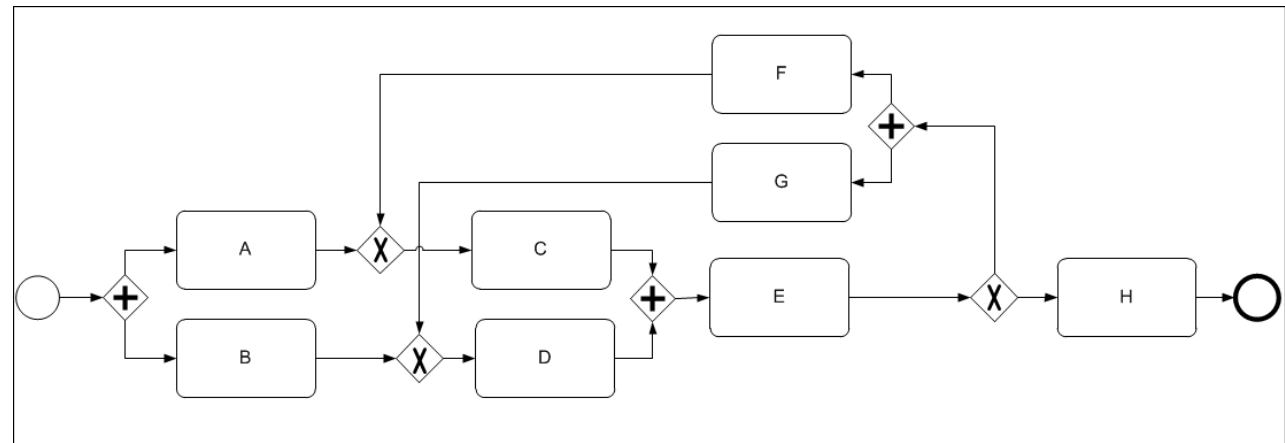


Structured versus Unstructured Business Process Models

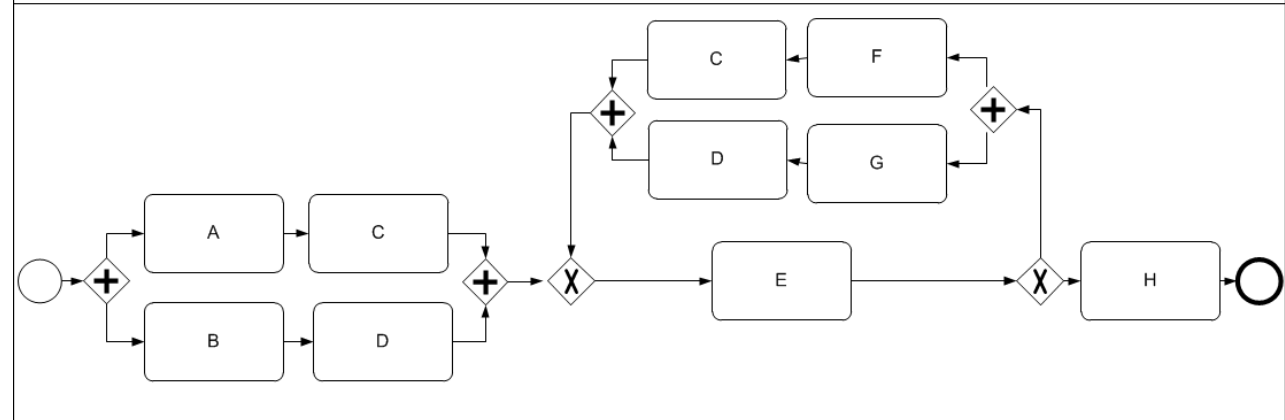


- Automatic transformation of unstructured into structured model (Polyvyanyy et al. 2012)

Unstructured Process Model



Well-structured Process Model



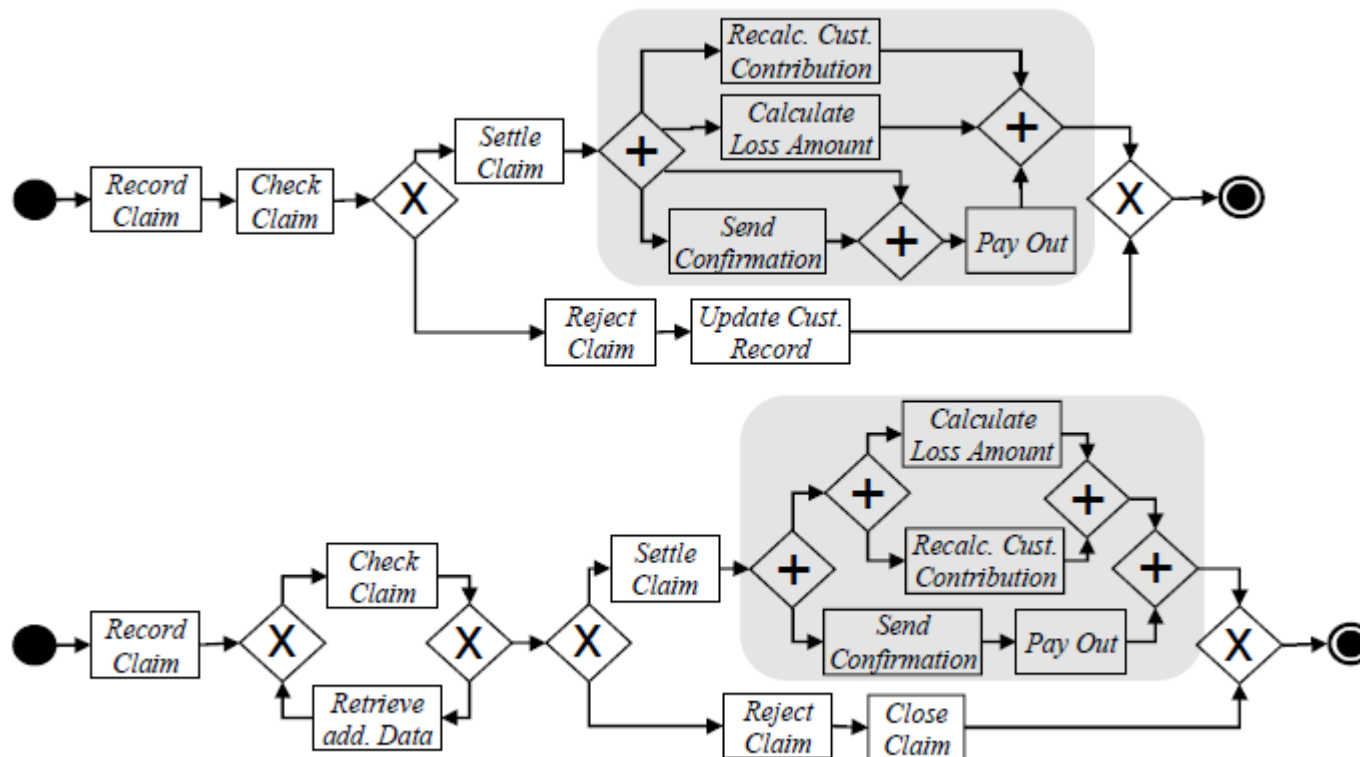
- Refactoring RF2: Substitute Process Fragment

Structured versus Unstructured Business Process Models



■ PMS2. Contrived Complexity

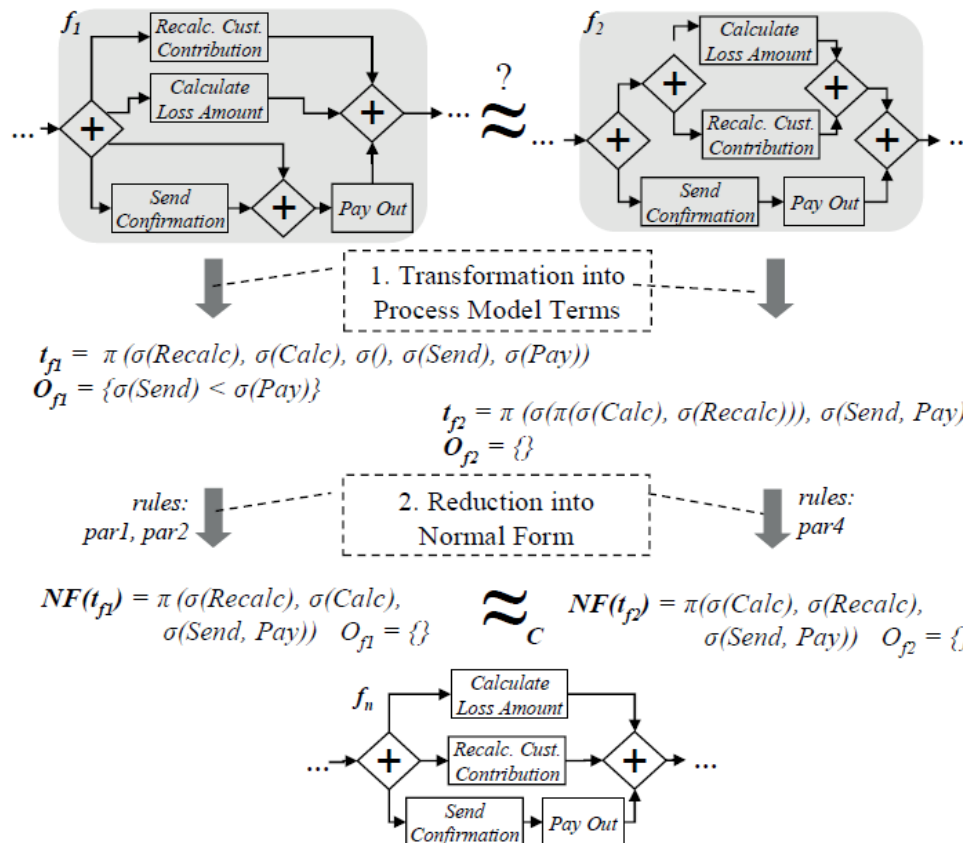
- Process Fragments are syntactically often different, but semantically equivalent (Gert et al. 2010)



Structured versus Unstructured Business Process Models



- Automatic detection of semantically equivalent process fragments (Gert et al. 2010)



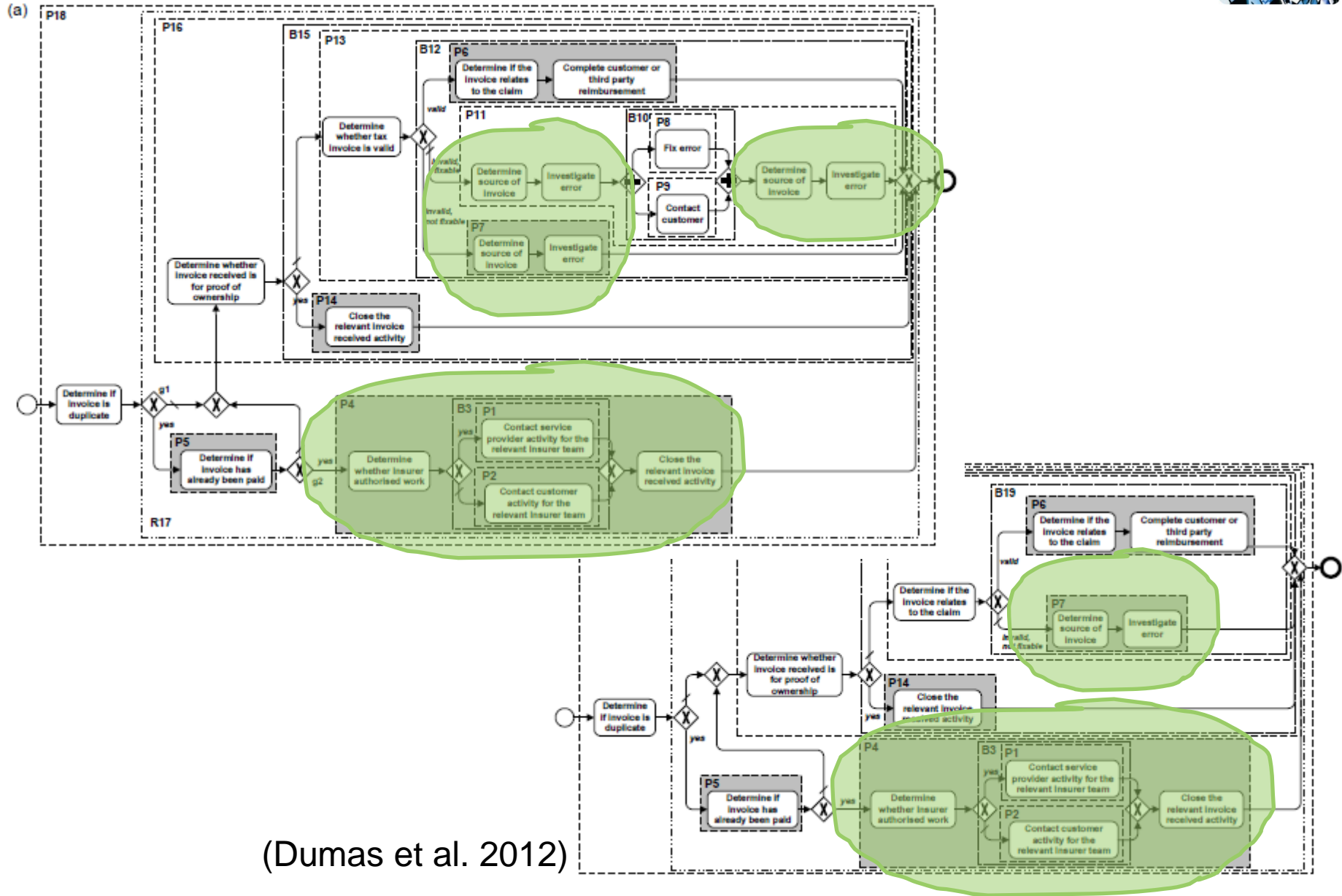
- Refactoring RF2: Substitute Process Fragment

Redundant Process Fragments



- PMS3: Redundant Process Fragments
 - Clones can be commonly found in existing process models
(Dumas et al. 2012, Weber et al. 2011)
 - More than 560 clones in the SAP reference model
(Dumas et al. 2012, Weber et al. 2011)

Redundant Process Fragments





Redundant Process Fragments



- Method for automatically detecting exact clones
(Dumas et al. 2012)
- Detected clones can be automatically extracted to sub processes
- Refactoring RF4: Extract Process Fragment
RF5: Replace Process Fragment by Reference
RF8: Remove Redundancies



- PMS4: Large Process Models
 - Literature reports about process models with several hundred activities (Soto et al. 2008)
 - Large process models tend to comprise more formal flaws than smaller ones (Mendling et al. 2008)



- Method for automatic modularization of business process models (Reijers et al. 2011)
- Method for the automatic labeling of process models (Leopold et al. 2011)
- Refactoring RF4: Extract Process Fragment
RF5: Replace Process Fragment by Reference
RF8: Remove Redundancies

Hierarchy in Conceptual Models

Common Belief versus Empirical Evidence



- Modularization is a widely used strategy to reduce complexity in conceptual models
- Hierarchical structures supported by many conceptual modeling languages
- Empirical evidence on the benefits of hierarchy are contradictory

Hierarchisation in Conceptual Models

A Systematic Literature Review



Work	Findings
Moody [15] Domain: ER-Models	Positive influence on accuracy, no influence / negative influence on time
Reijers et al. [16, 17] Domain: Business Process Models	Positive influence on understandability for one out of two models
Cruz-Lemus et al. [9, 18] Domain: UML Statecharts	Series of experiments, positive influence on understandability in last experiment
Cruz-Lemus et al. [13] Domain: UML Statecharts	Hierarchy depth of statecharts has no influence
Shoval et al. [14] Domain: ER-Models	Hierarchy has no influence
Cruz-Lemus et al. [8] Domain: UML Statecharts	Positive influence on understandability for first experiment, negative influence in replication
Cruz-Lemus et al. [12, 19] Domain: UML Statecharts	Hierarchy depth has a negative influence

(Zugal et al. 2011a)

Hierarchisation in Conceptual Models

A Systematic Literature Review



Work	Findings
Moody [15] Domain: ER-Models	Positive influence on accuracy, no influence / negative influence on time
Reijers et al. [16, 17] Dom	Positive influence on understandability for one
Cru Do	
Cru Do	
Sh Do	
Cruz Domain: UML Statecharts	experiment, negative influence in replication
Cruz-Lemus et al. [12, 19] Domain: UML Statecharts	Hierarchy depth has a negative influence



Under which circumstances can positive / negative influences on understandability be expected?

Understanding Process Models

Some Insights from Cognitive Psychology



- Answering questions about a model is a *problem solving task*



- Three different problem solving processes (Larkin and Simon 1987)
 - Search
 - Recognition
 - Inference

Limitations of Working Memory



- Central Concept: Working Memory
 - Required by all conscious mental activities
 - Mental effort: utilization of working memory
 - Severely limited: 7 ± 2 information „slots“ (Miller 1956)
 - Overflow: rapid performance decrease! (Sweller 1988)
 - Mental effort: amount of working memory used (Paas et al. 2003)



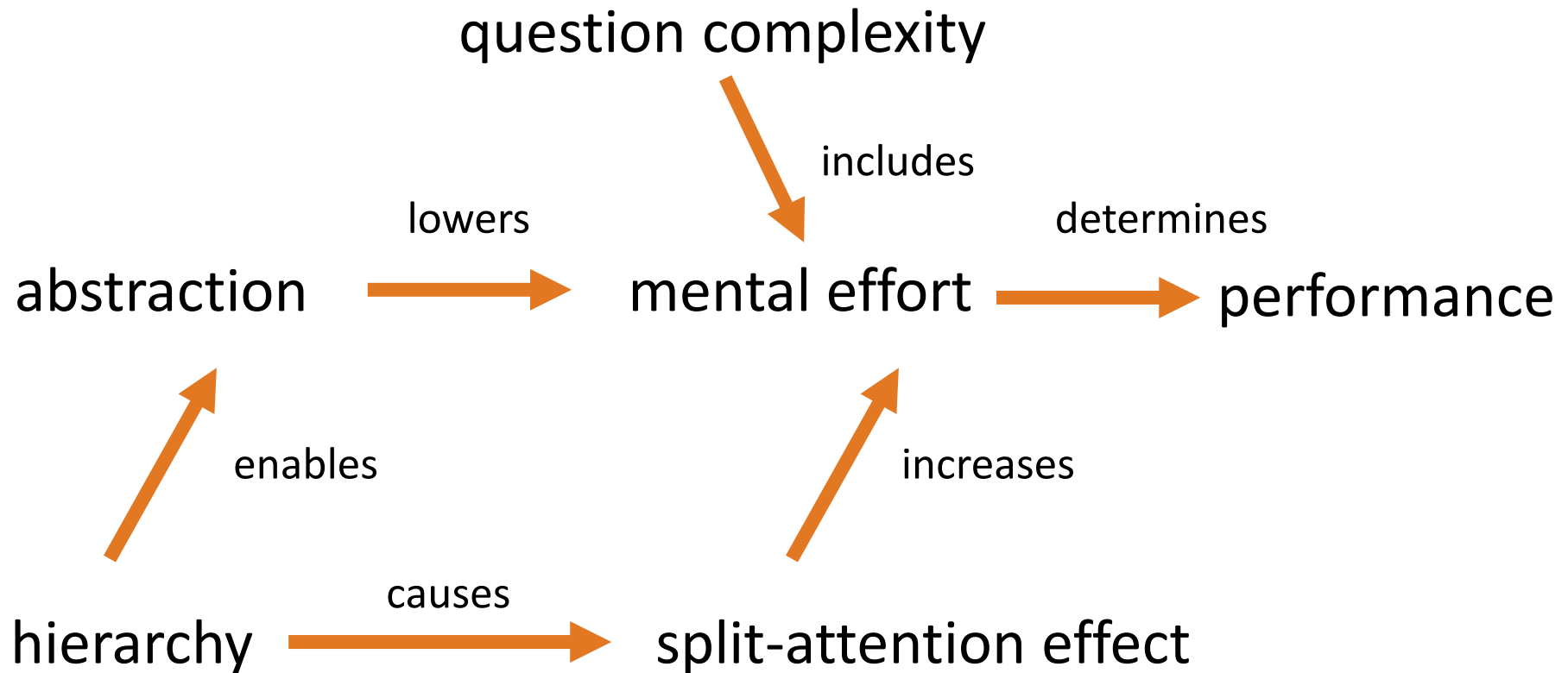
- **Abstraction**

- hiding of irrelevant information (Parnas 1972)
- supports human mind's attention management (Larking and Simon 1987)

- **Split-attention effect (Sweller and Chandler 1994)**

- Occurs when information from several sources needs to be integrated
- switching attention between models

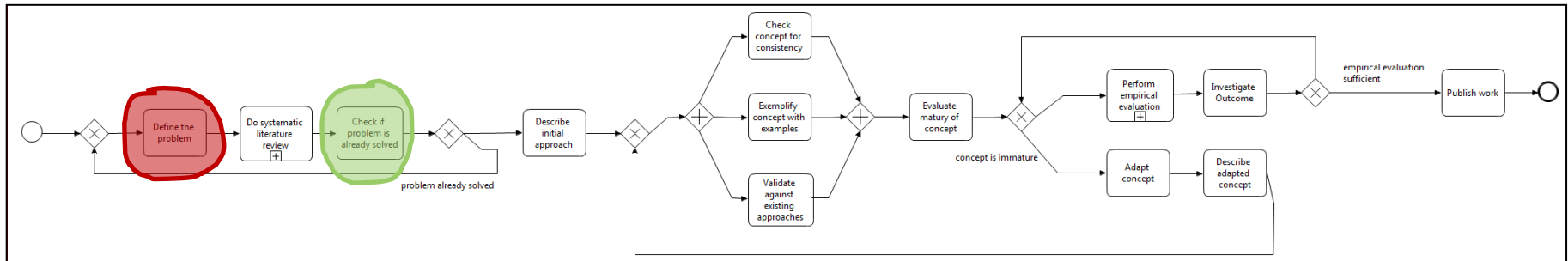
Theoretical Framework for Measuring Understandability



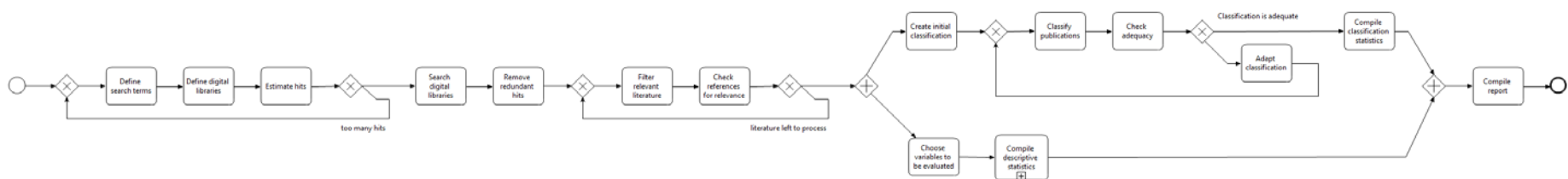
Hierarchical Model – Abstraction Question



- 'Define the problem' can be executed after 'Check if problem is already solved'.



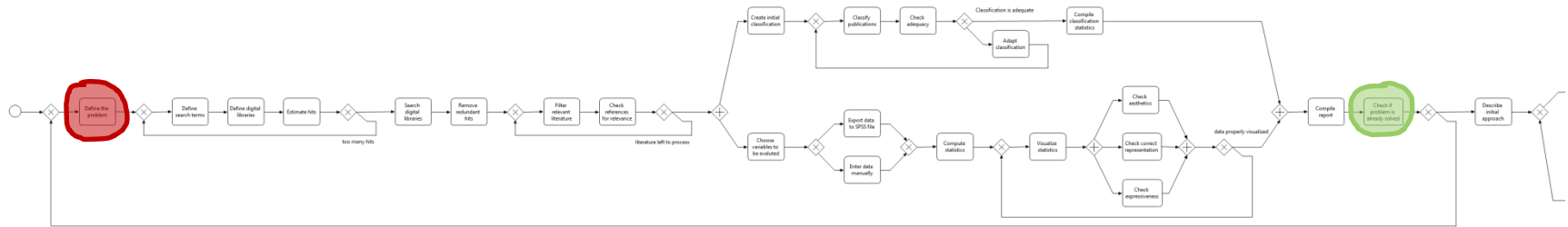
Sub Process: Do Systematic Literature Review



Flat Model – Abstraction Question



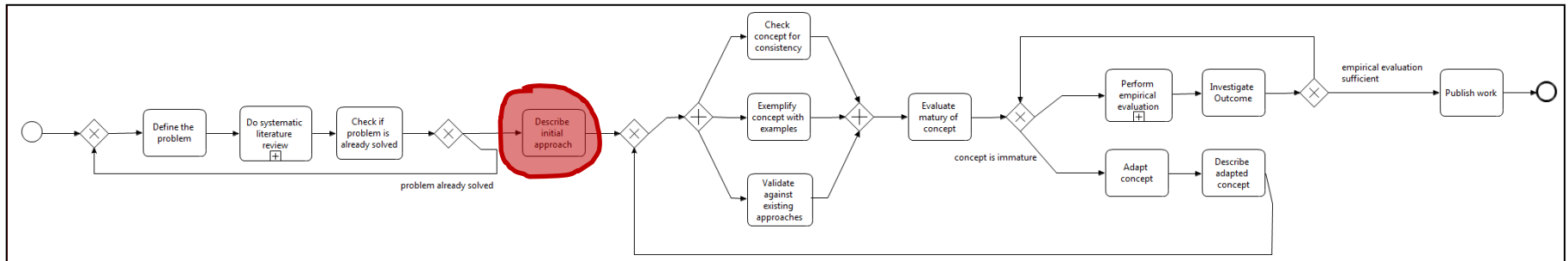
- 'Define the problem' can be executed after 'Check if problem is already solved'.



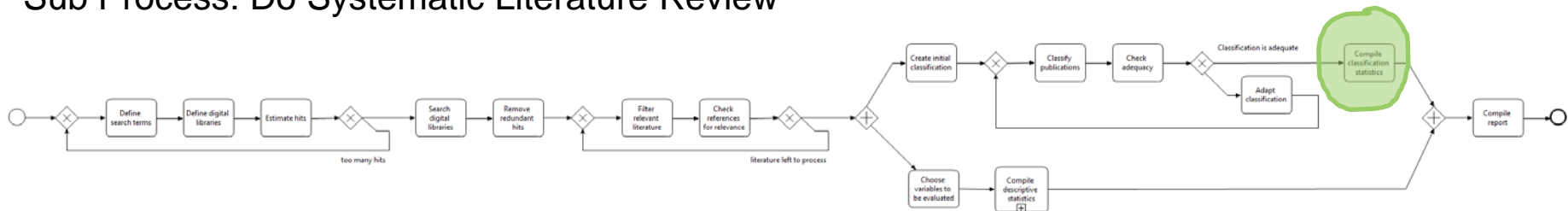
Hierarchical Model – Fragmentation Question



- 'Describe initial approach' can be executed after 'Compile classification statistics'.



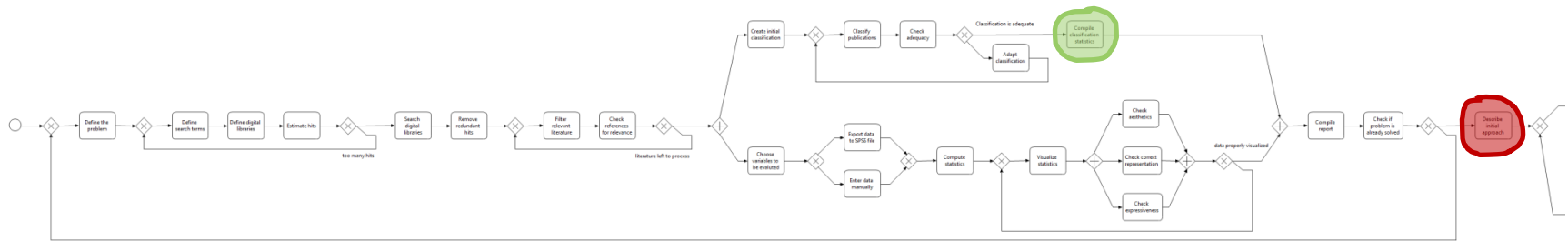
Sub Process: Do Systematic Literature Review



Flat Model – Fragmentation Question



- 'Describe initial approach' can be executed after 'Compile classification statistics'.



Hierarchisation is Always a Trade-off



- Modularization is always a trade-off!
- Also the optimal modularization can only increase the “average” understanding!
 - Some questions become easier to answer
 - Some questions become harder to answer

Hierarchisation is Always a Trade-off



- Modularization is always a trade-off!
- Also the optimal modularization can only increase



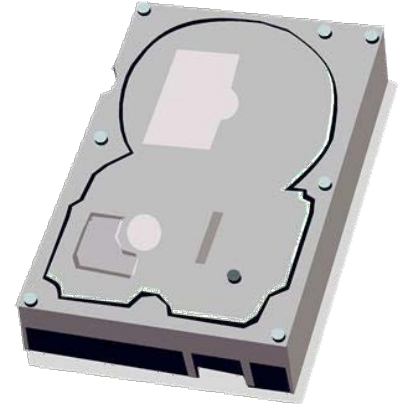
Dynamic modularization /
visualization / navigation is
needed !

The Role of External Memory



■ External memory

- mechanism for reducing mental effort
- Information storage outside the human cognitive system (e.g., pencil and paper or a blackboard)



■ Cognitive Trace

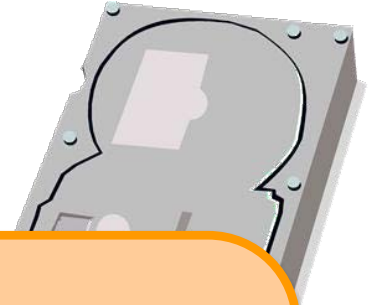
- Information taken from working memory and stored in an external memory (e.g., to mark, update, and highlight information)



The Role of External Memory

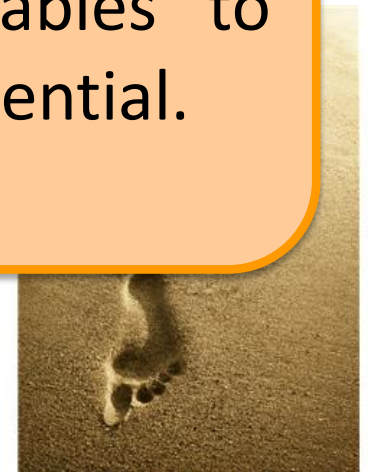


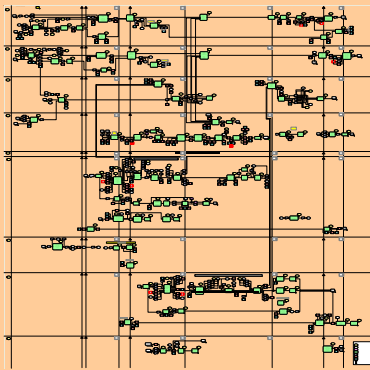
- External memory
 - mechanism for reducing mental effort
 - Information storage outside the human



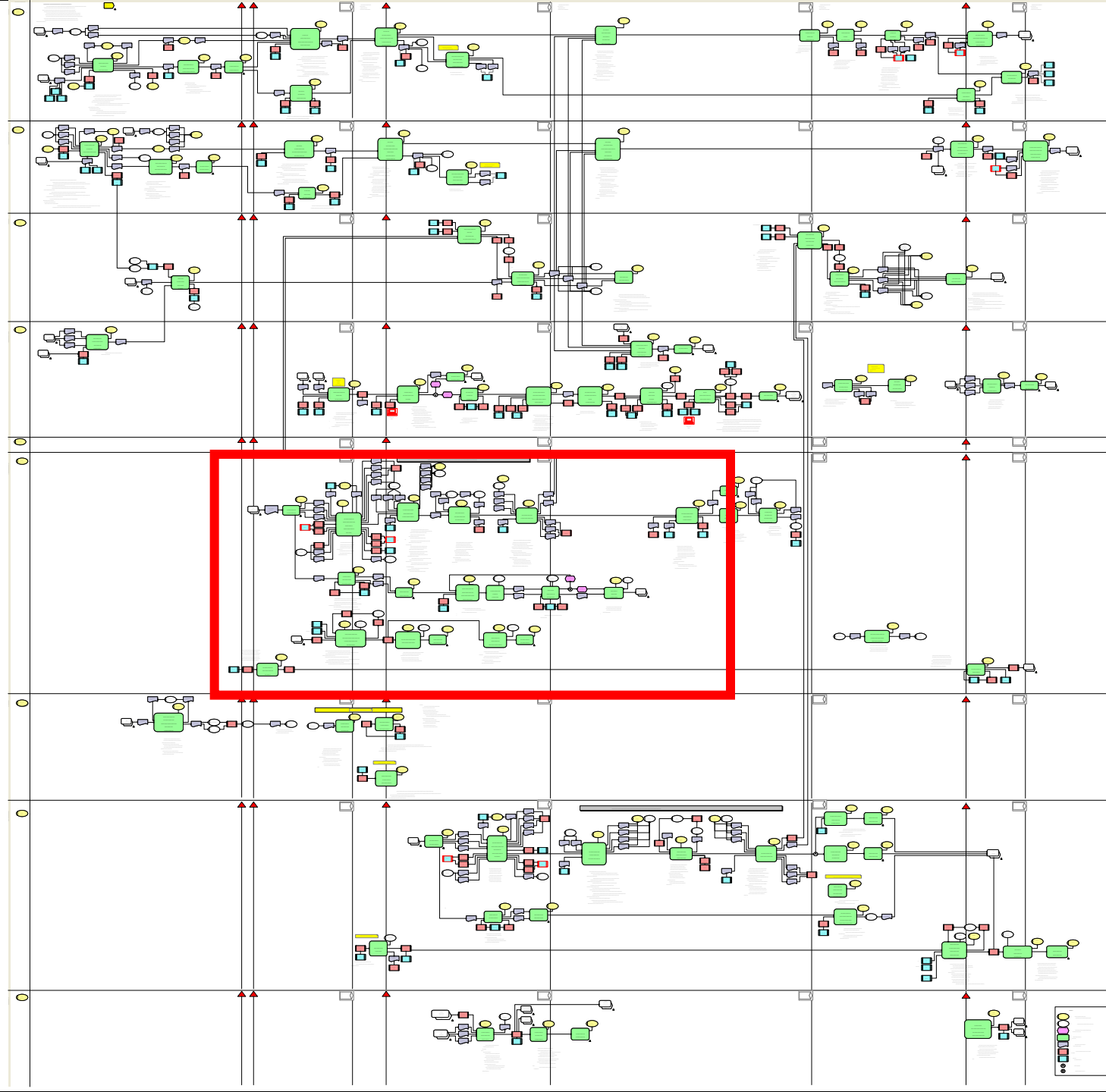
For process models of large size tool support, which enables to offload information, is essential.

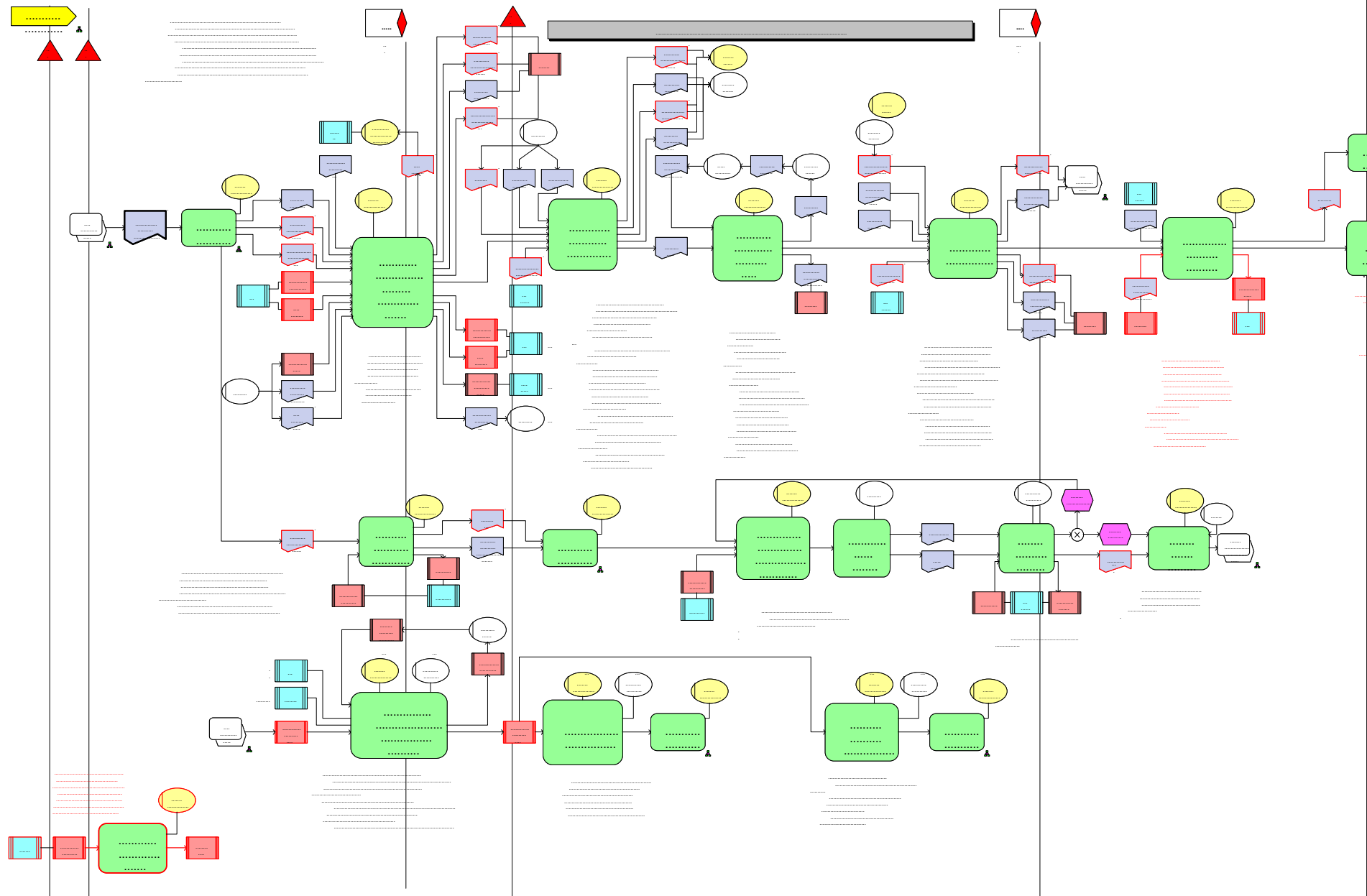
mark, update, and highlight information)





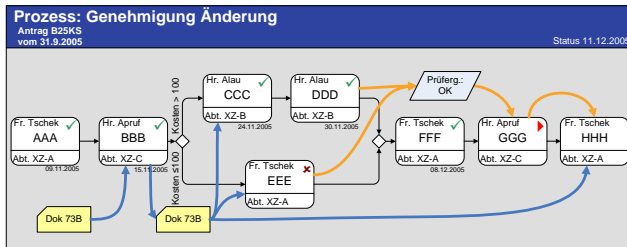
Visualizing and Abstracting Large Process Models





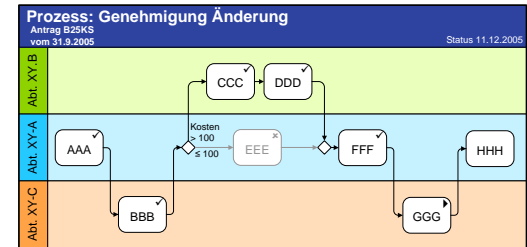
Process Visualization

What is needed?

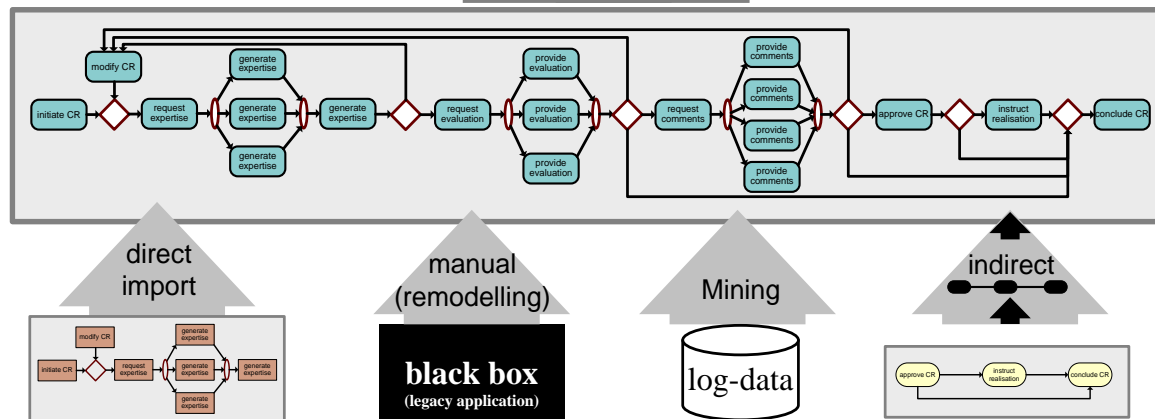


Antrag B25KS vom 31.9.2005 Genehmigung Änderung Status 11.12.2005

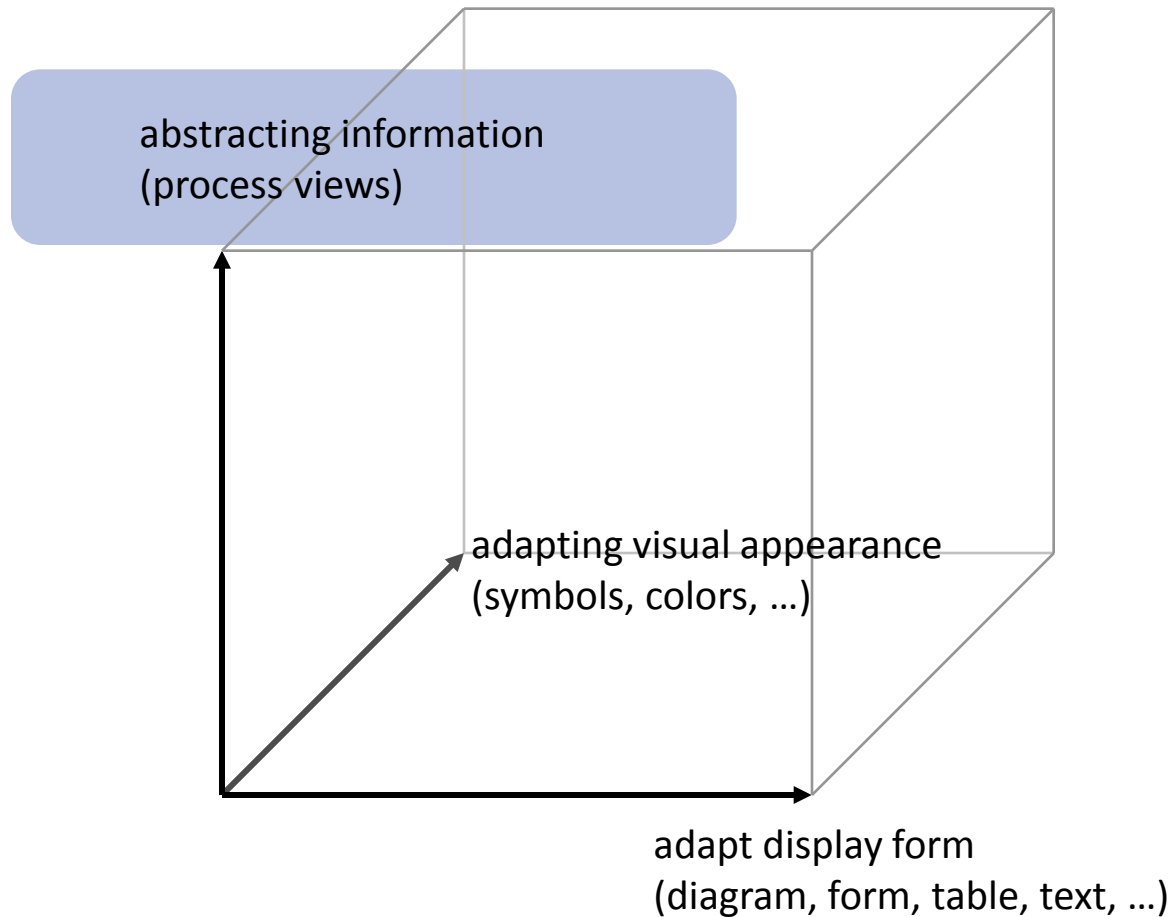
ID	Aktivität	Bearbeiter	Anfang	Abschluss	Deuer	heute
1	AAA	Abt. XY-A	01.11.2005	09.11.2005	7i	✓
2	BBB	Abt. XY-C	10.11.2005	15.11.2005	4t	✓
3	CCC	Abt. XY-B	16.11.2005	24.11.2005	7i	✓
4	DDD	Abt. XY-B	25.11.2005	30.11.2005	4t	✓
5	EEE	Abt. XY-A	16.11.2005	01.12.2005	12i	✗
6	FFF	Abt. XY-A	02.12.2005	08.12.2005	9i	✓
7	GGG	Abt. XY-C	09.12.2005	15.12.2005	5i	✓
8	HHH	Abt. XY-A	16.12.2005	23.12.2005	6i	✓



Visualiza... Component

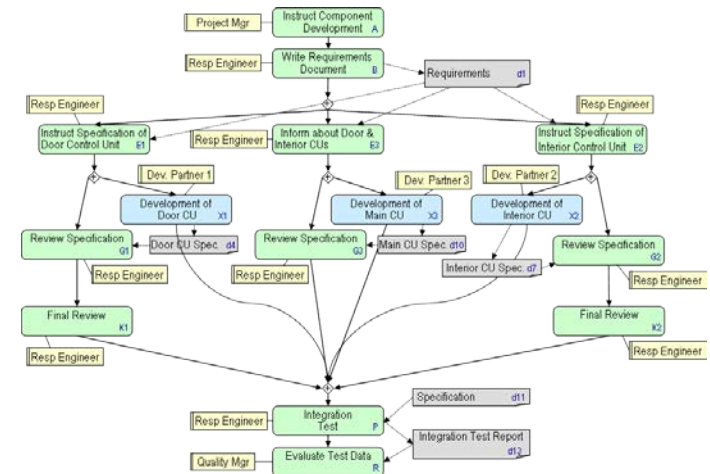
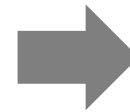
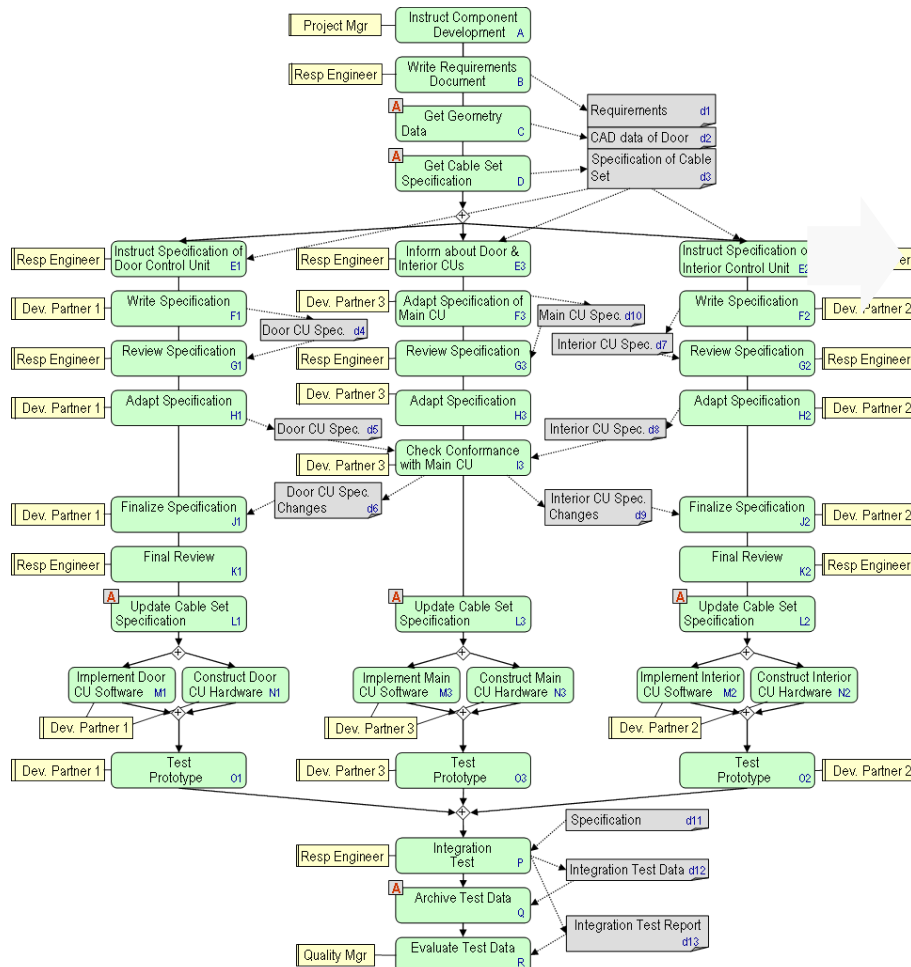


Process Visualization Dimensions



Process Visualization

Abstracting Process Models: Goals



Process Visualization

Abstracting Process Models: Goals



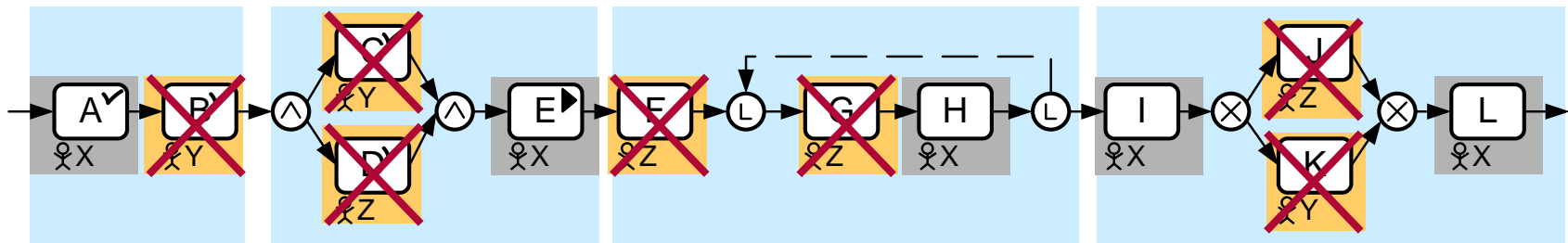
Goals:

- Decreasing the complexity of (large) process models
- Eliminating or abstracting process information

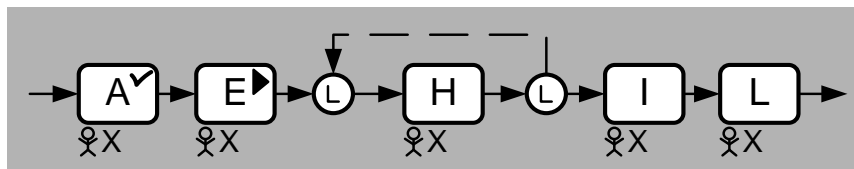
► Personalize process models through process views

- **Process views** should be ...
 - easy to define
 - dynamically built if required

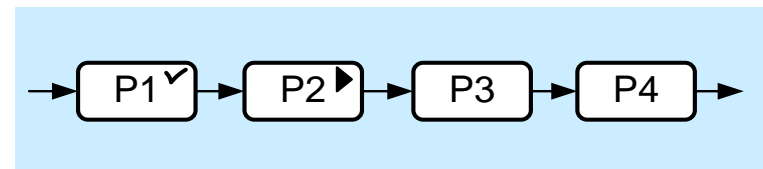
„Only show my activities!“
„Do not display technical activities“
„Aggregate completed parts“



reduction



aggregation

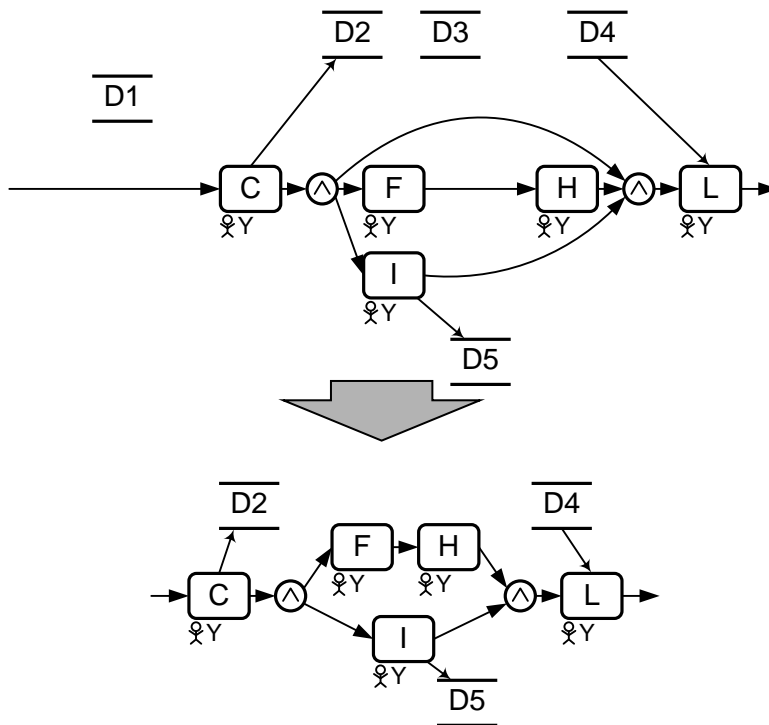


Process Visualization

Abstracting Process Models: Fundamental Techniques

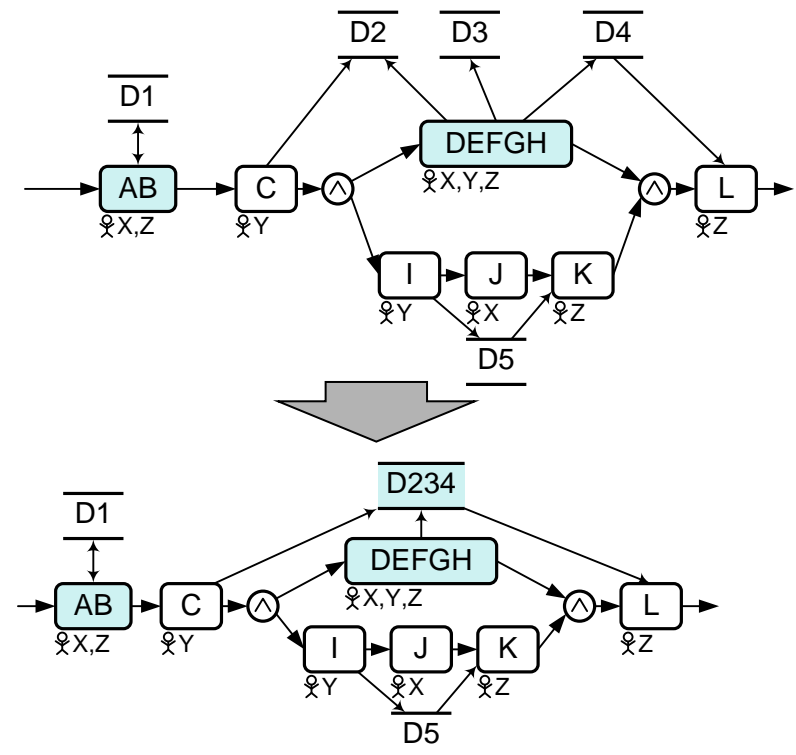


Reduction



- Eliminate activities
- Simplify the resulting schema
- Remove adjacent satellite objects

Aggregation



- Aggregate activities
- Aggregate adjacent objects if required



Process Visualization

Abstracting Process Models: The Proviado Approach

Process Model Abstraction and Process Views in Proviado

(Bobrik, Bauer, & Reichert, 2007; Reichert et al., 2012)

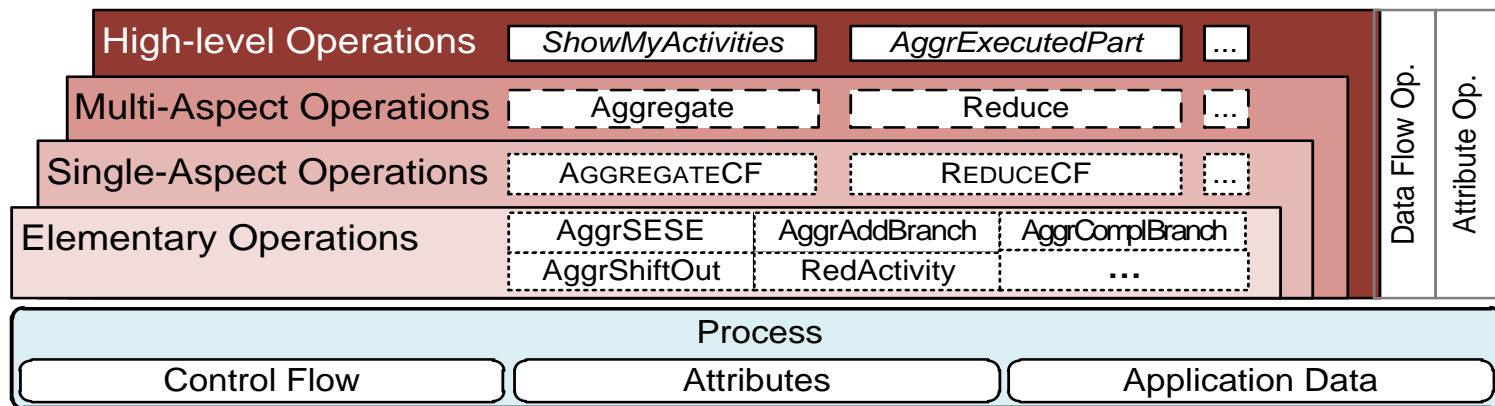
- Related approaches, e.g.,
 - Smirnov, Reijers & Weske, 2011
 - Eshuis & Grefen, 2008
 - Schumm, Latuske & Leymann, 2011



Process Visualization

Abstracting Process Models: The Proviado Approach

- A multi-layer approach for abstracting process models and building process views



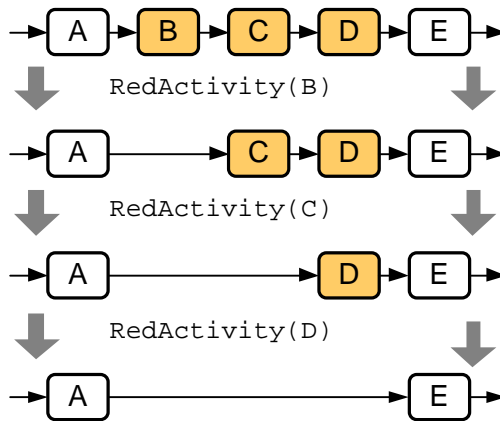
Process Visualization

Abstracting Process Models: Elementary Operations

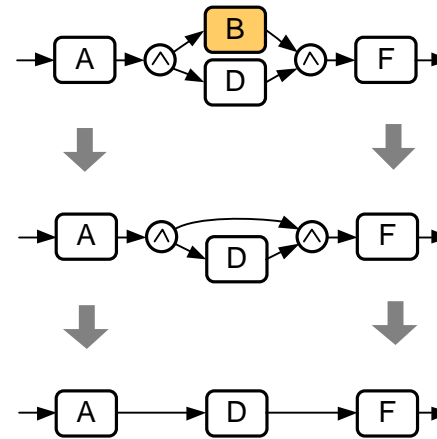


Elementary reduction operations

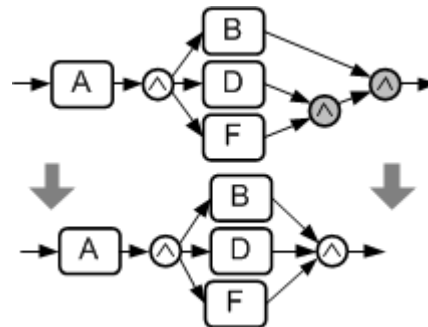
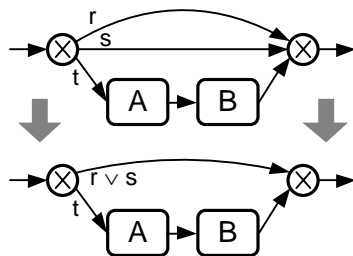
ReduceCF({B,C,D})



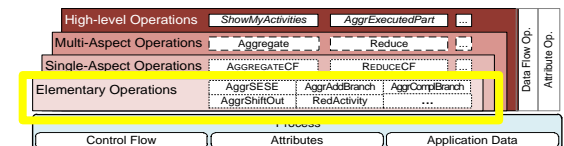
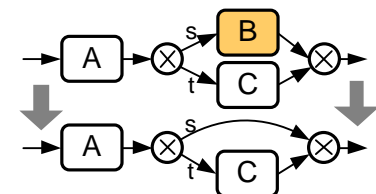
RedActivity(B)



Further refactorings:



but ...



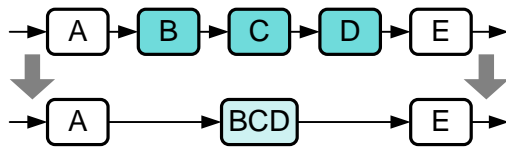
Process Visualization

Abstracting Process Models: Elementary Operations

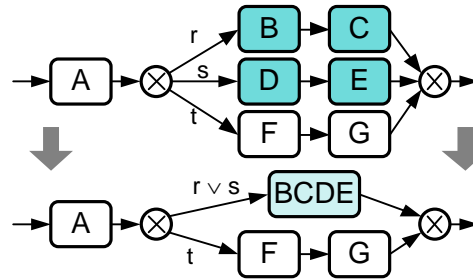


Elementary aggregation operations

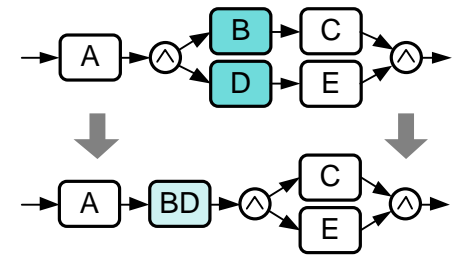
AggrSESE



AggrComplBranches

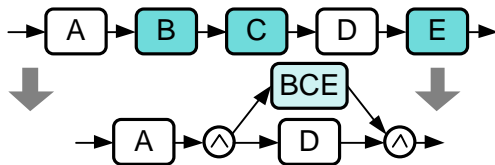


AggrShiftOut

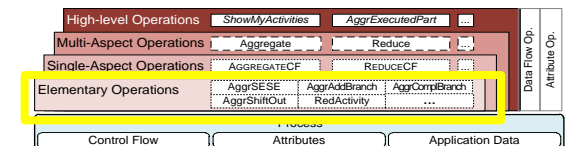
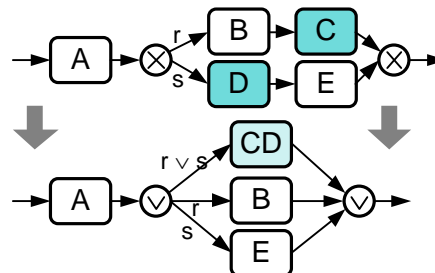


Non-connected activity sets

AggrAddBranch



AggrAddBranch



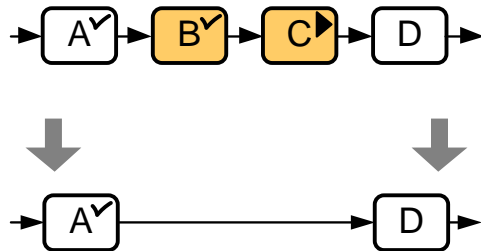
Process Visualization

Abstracting Process Models: Elementary Operations

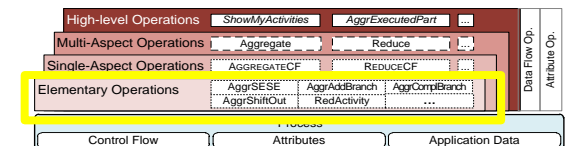
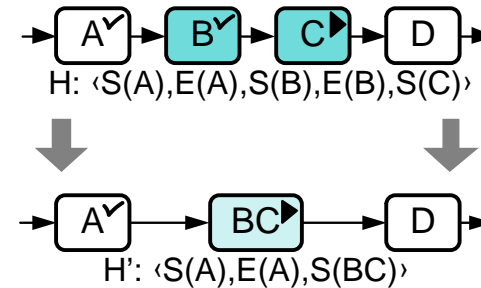


Elementary operations applied at the **process instance level**

ReductionSESE



AggrSESE



Process Visualization

Abstracting Process Models: View Properties



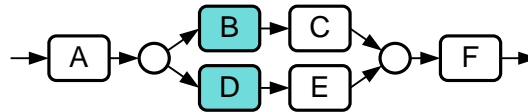
Let's have a closer look at aggregations!

Process Visualization

Abstracting Process Models: View Properties



- Example: Aggregate activities from set {B,D}



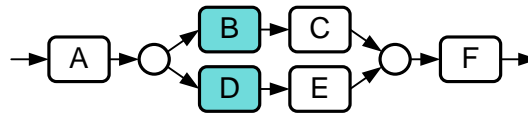
How to aggregate these two activities?

Process Visualization

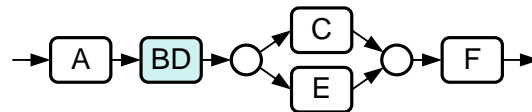
Abstracting Process Models: View Properties



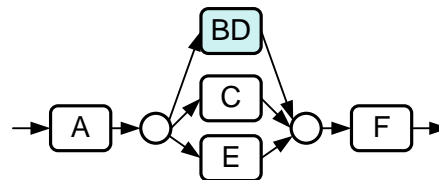
- Example: aggregate activities from set {B,D}



- Alternative 1: AggrShiftOut



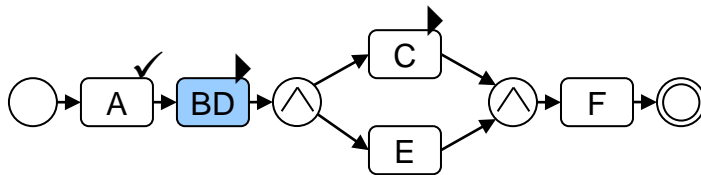
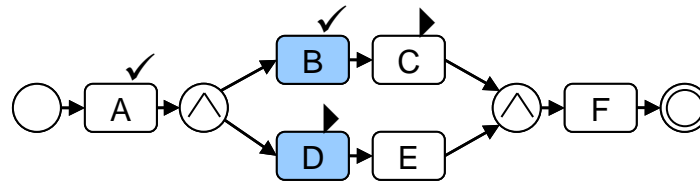
- Alternative 2: AggrAddBranch



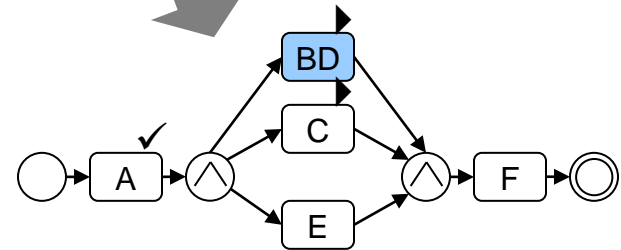
► Well-defined properties to characterize the resulting view!

Process Visualization

Abstracting Process Models: View Properties



- dependency-generating
- inconsistent process state



- dependency-erasing
- consistent process state

Process Visualization

Abstracting Process Models: View Properties

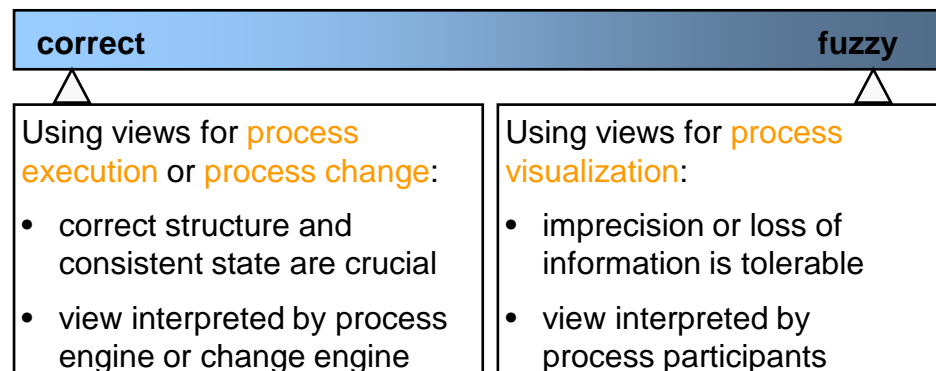


Properties of view-building operations:

		Properties	
<div> <p>ReductionSESE</p> </div>		<div> <p>AggrAddBranch</p> </div>	
Operation	str.	order preserving	
RedActivity	-	+	
AggrSESE	+	+	
AggrComplBranches	+	+	
AggrShiftOut	+	+	
AggrAddBranch	-	+	

Process Visualization

Abstracting Process Models: View Parameterization



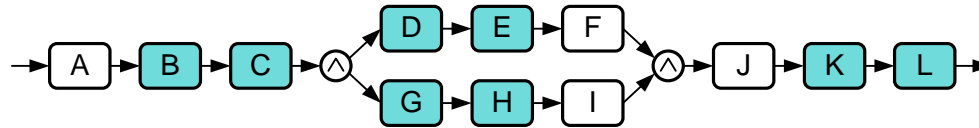
- Proviado addresses this issue by enabling **parameterizable process views**, i.e., the degree of imprecision or tolerable information loss may be flexibly chosen

Process Visualization

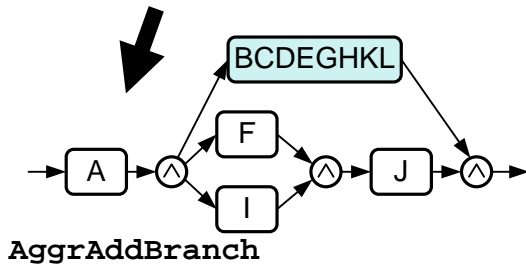
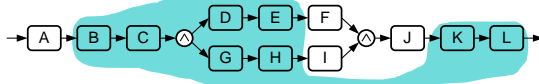
Abstracting Process Models: View Parameterization



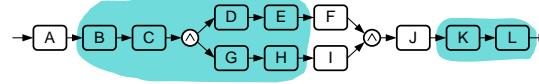
3 strategies for
aggregating an
activity set
(AggregateCF):



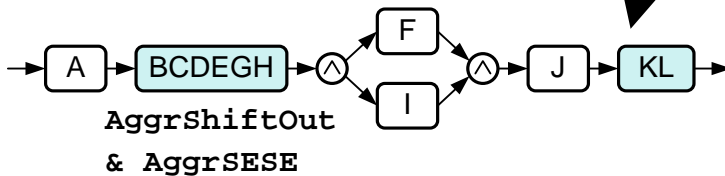
strategy = as-is



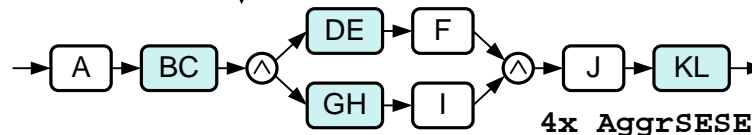
strategy = subdivide



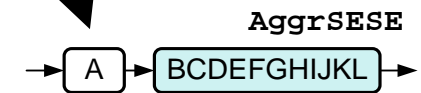
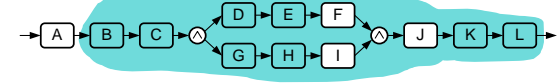
**dependencies =
non-erasing**



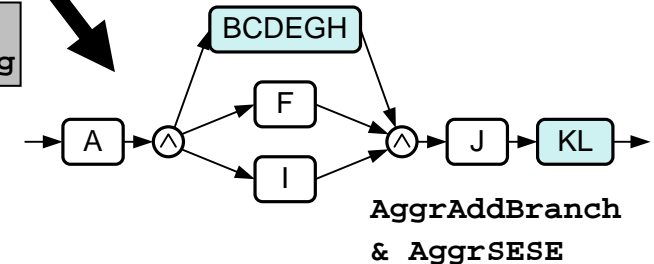
**dependencies =
preserving**



strategy = expand



**dependencies =
non-generating**

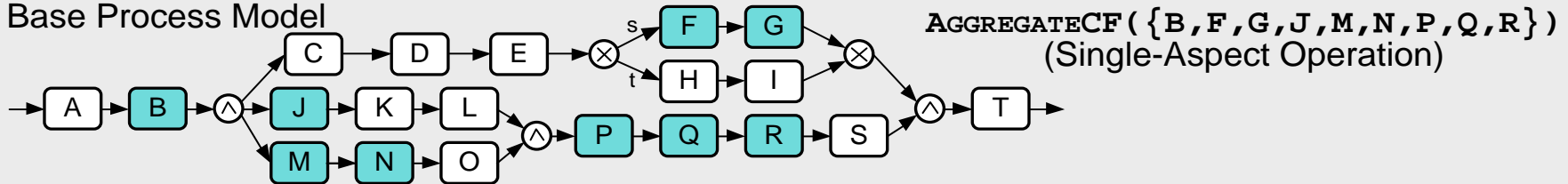


High-level Operations	ShowMyActivities	AggrExecutedPart	...	Op.
Multi-Aspect Operations	Aggregate	Reduce	...	Op.
Single-Aspect Operations	AGGREGATECF	REDUCECF	...	Op.
Elementary Operations	AggrSESE	AggrAddBranch	AggrShiftOut	Op.
	AggrShiftOut	RedActivity	...	Op.
Process				
Control Flow	Attributes	Application Data	...	Op.



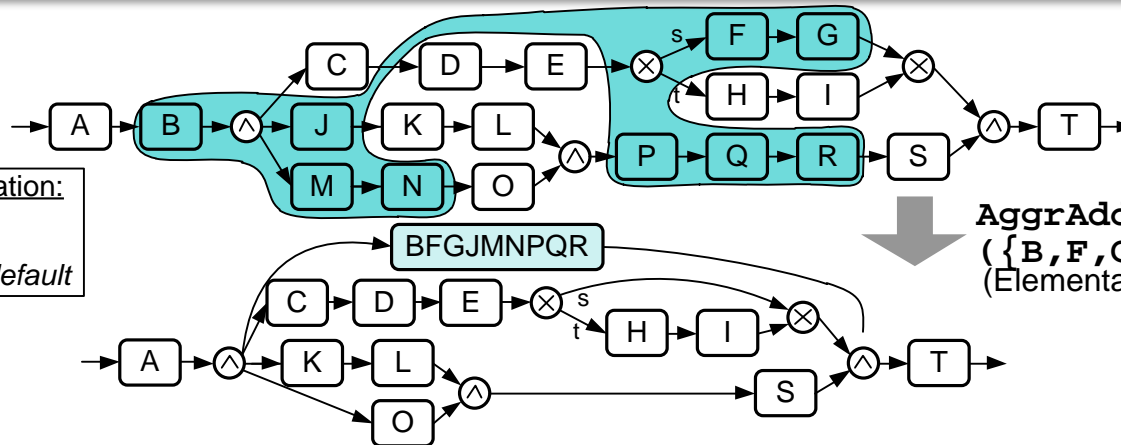
Abstracting Process Models: Single-Aspect Operations

Base Process Model



1

View Parameterization:
strategy = *as-is*
states = *default*
dependencies = *default*



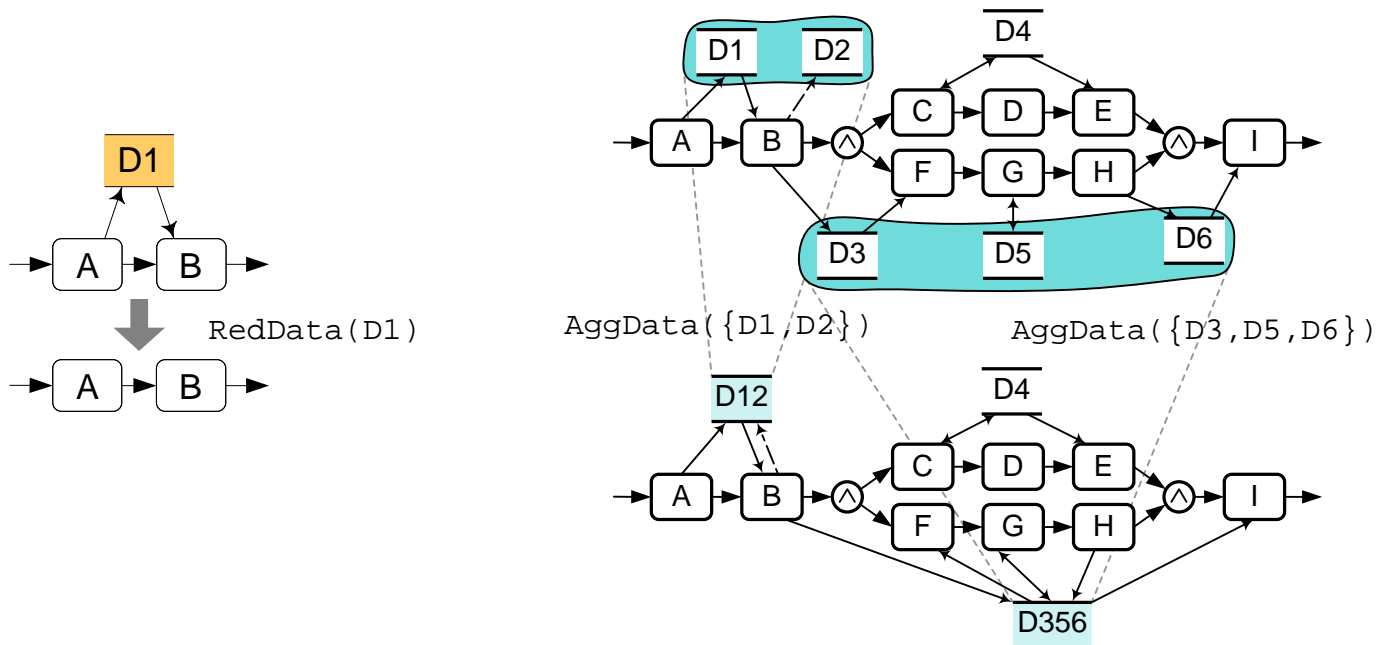
AggrAddBranch
({B,F,G,J,M,N,P,Q,R})
(Elementary Operation)

Process Visualization

Abstracting Process Models: Other Process Aspects



Elementary operations for reducing and aggregating data elements:
RedData and AggData



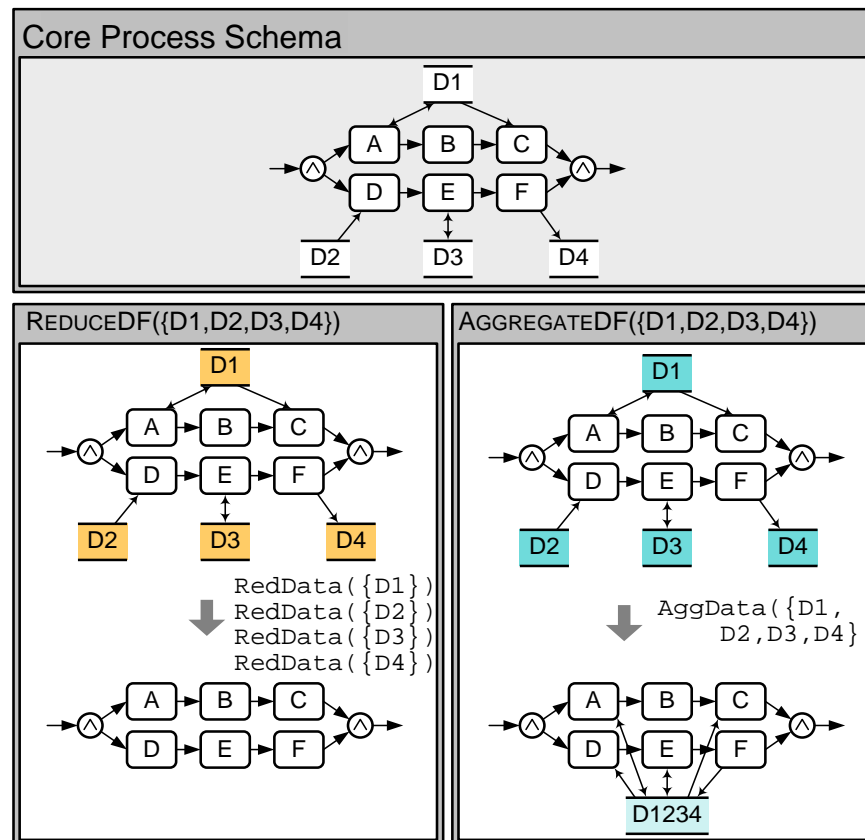
Process Visualization

Abstracting Process Models: Other Process Aspects



Single-aspect operations for abstracting data flow:

REDUCEDF and AGGREGATE DF

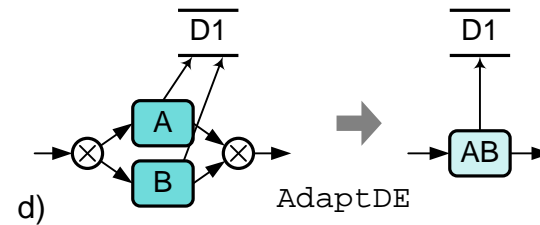
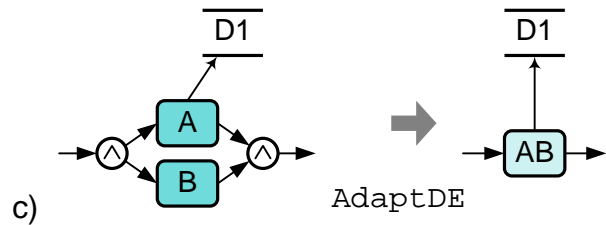
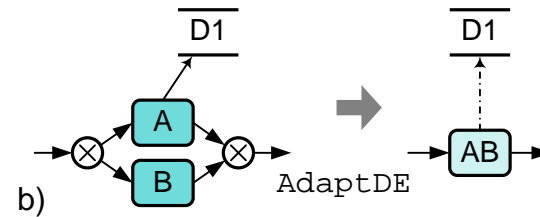
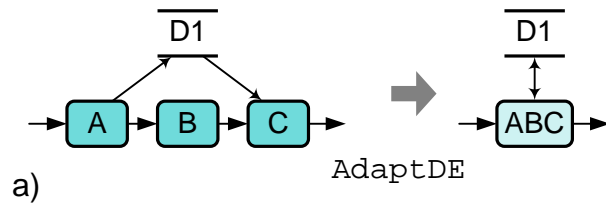


Process Visualization

Abstracting Process Models: Other Process Aspects



Adapting data flow edges in the context of control flow aggregations:
AdaptDE

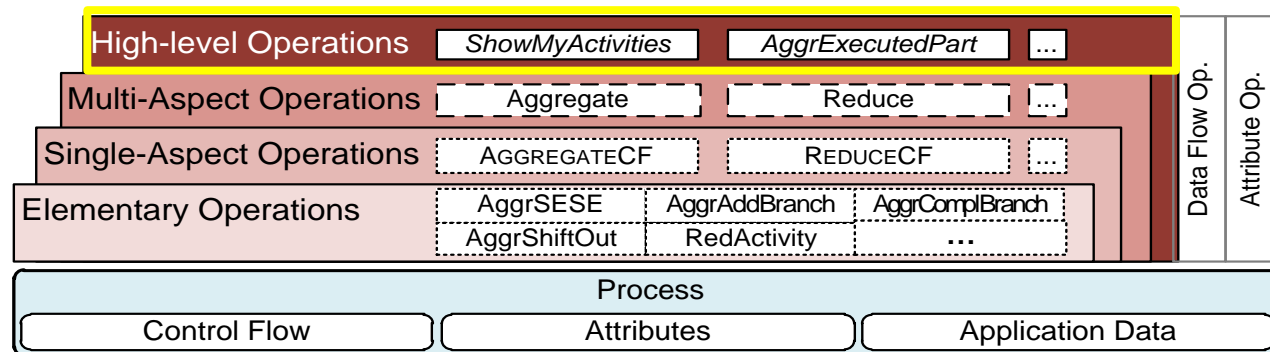


Process Visualization

Abstracting Process Models: High-level Operations



- A user-friendly definition of process views requires high-level view creation operations



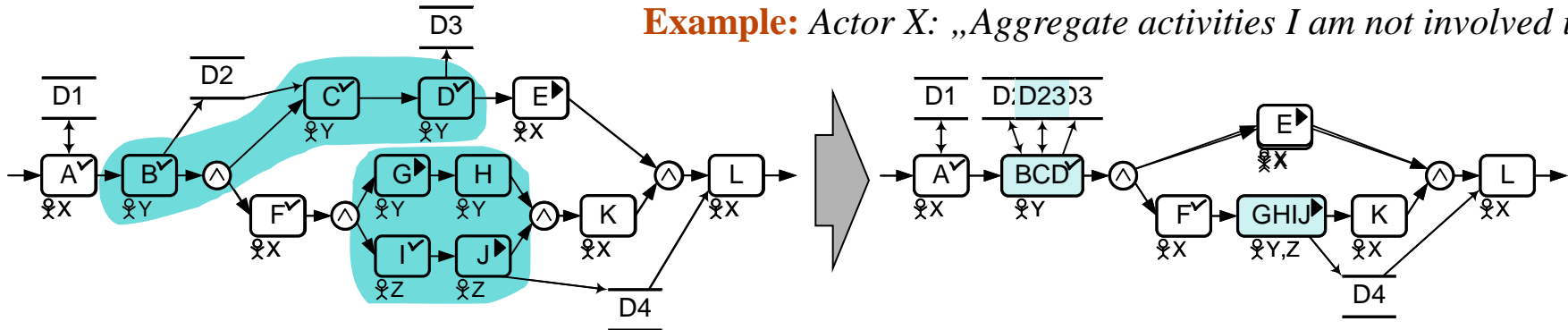
- Example of a high-level operation: *ShowMyActivities*
 - Eliminate all activities the current user is not involved in

Process Visualization

Abstracting Process Models: High-level Operations



Example: Actor X: „Aggregate activities I am not involved in“



1. Choose high-level view operation and set its parameters

AggrForeignActivities(*User* = X)

2. Map high-level operation to multi-aspect operation(s)

Aggregate({B,C,D,G,H,I,J}, Param = {...})

3. Map multi-aspect operations(s) to single-aspect operations

AGGREGATECF({B,C,D,G,H,I,J},
Param = {strategy = subdivide, ...})
AGGREGATEDF({D2,D3})

4. Determine corresponding single-aspect operations and apply them to the original process model; apply refactorings if applicable

AggrShiftOut({B,C,D})

AdaptDE({D2})

AdaptDE({D3})

AdaptDE({D4})

AggrSESE({G,H,I,J})

AggrData({D2,D3}, ...)

Process Visualization

Abstracting Process Models: High-level Operations



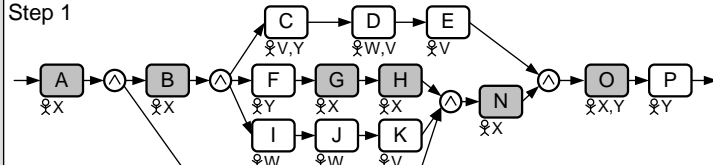
Example:

ShowMyActivities

High-level Operations in Proviado:

- ShowActivitiesOfUser
- AggrExecutedPart
- ShowExecutedPath
- GroupedAggregation
- ViewByRelevance
- ViewByPredicate
- Subgraph
- SubgraphRange
- CutProcess
- ...

Step 1



High-level Operation:

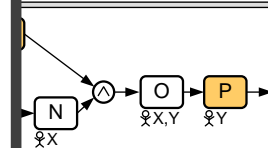
ShowMyActivities(user X)

- Define predicate *pred*:
Find all activities where actor X is **not** involved in
- Evaluate *pred*:
S = {C,D,E,F,I,J,K,L,P}

Initial process schema with activities of user X marked

Multi-aspect Operation:

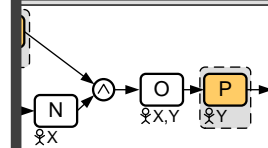
Reduce(S)



Single-aspect Operation:

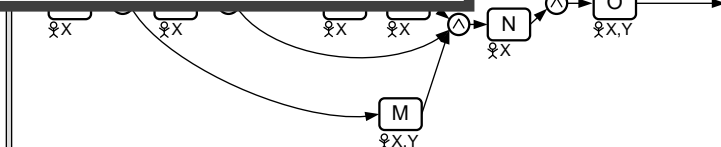
REDUCECF(S)

- Find SESE components
S₁ = {C,D,E}, S₂ = {F},
S₃ = {I,J,K}, S₄ = {L},
S₅ = {P}

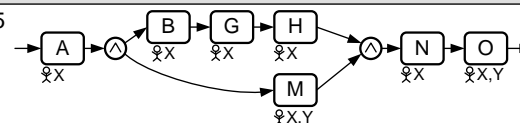


Elementary Operations:

RedSESE S₁
RedSESE S₂
RedSESE S₃
RedSESE S₄
RedSESE S₅

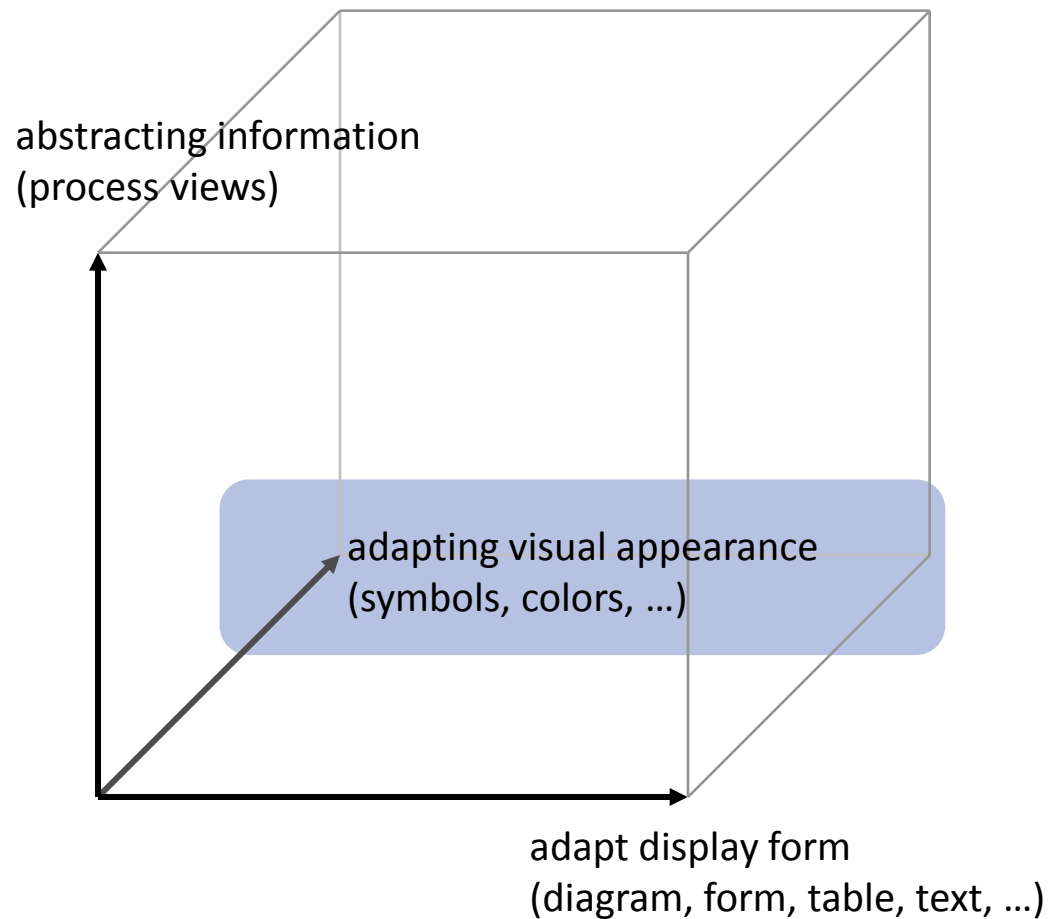


Step 5



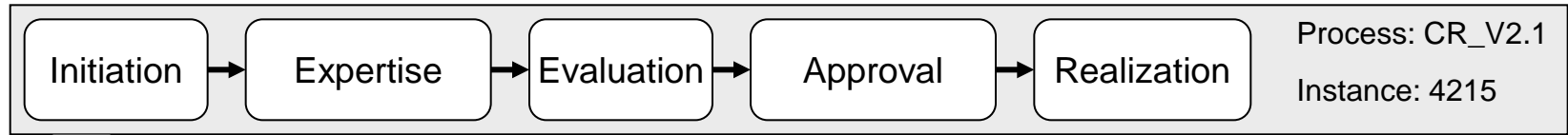
Simplification Operations

Process Visualization Dimensions

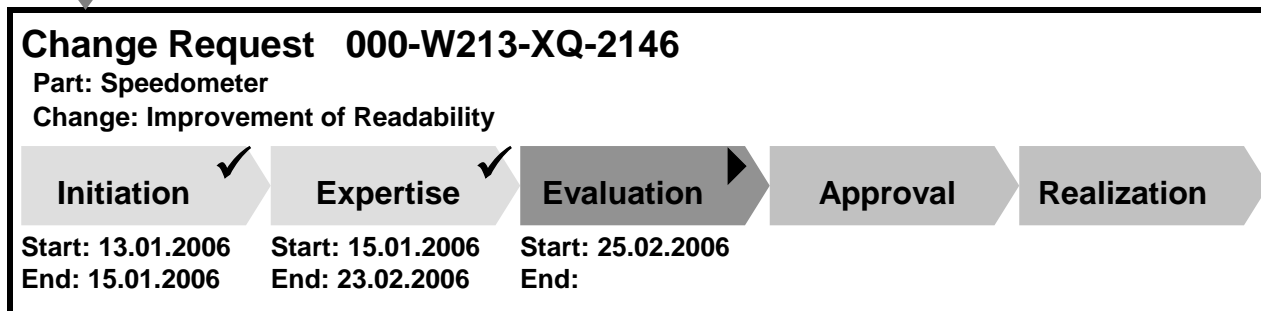


Process Visualization

Visual Appearance of a Process Model: Issues

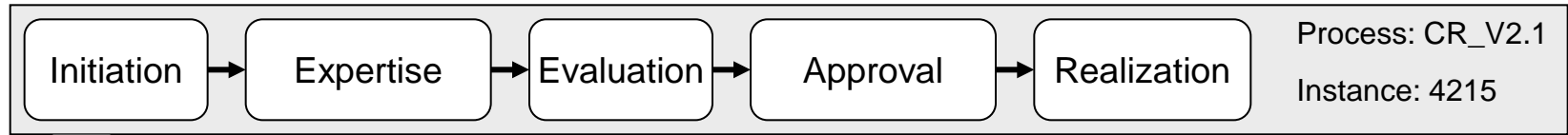


Visualization



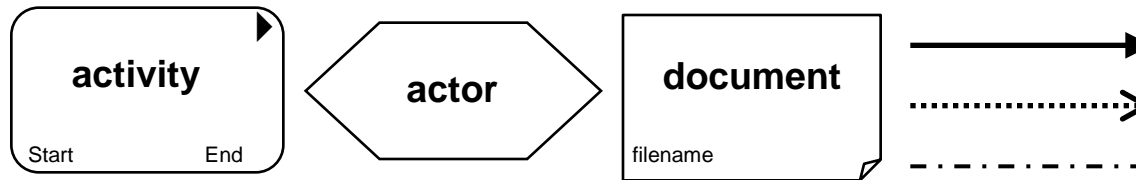
Process Visualization

Visual Appearance of a Process Model: Issues

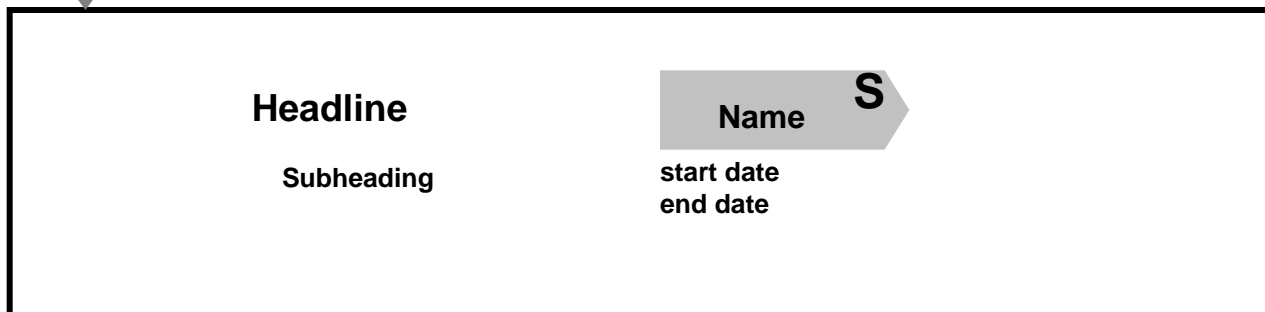


1. Which visual notation to use?

- A *template mechanism* is required that allows for the flexible definition of the
 - *visual appearance* (e.g., geometry) of process objects
 - *placeholders* for attributes or (status) symbols

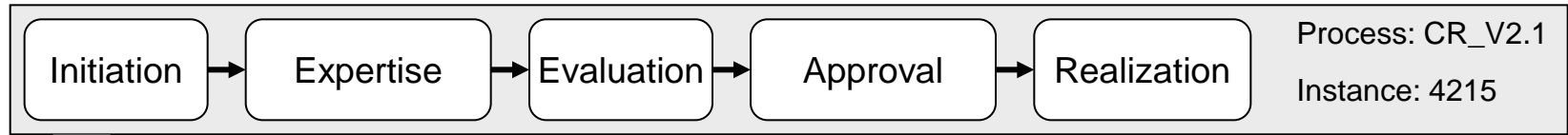


Visualization



Process Visualization

Visual Appearance of a Process Model: Issues

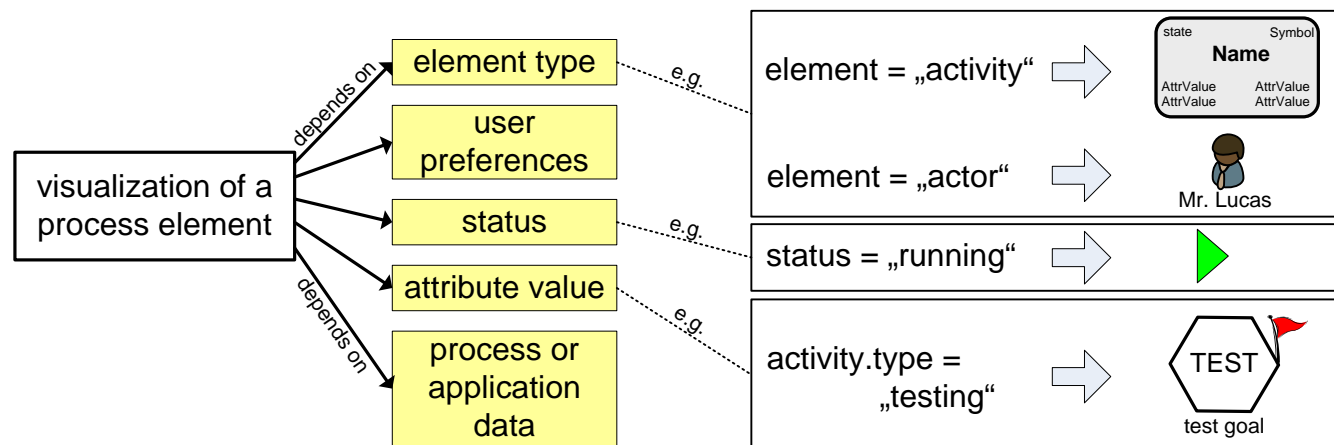


Visualization

1. Which visual notation to use?

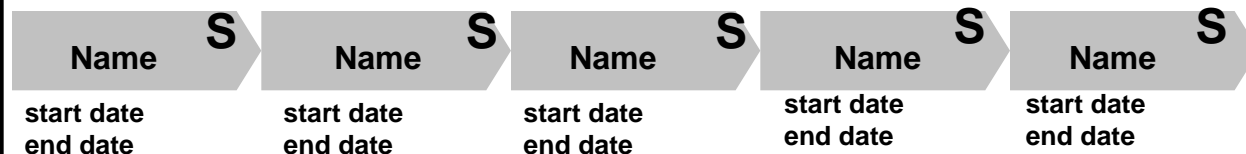
2. When to use which visualization?

- Selection of a concrete *visualization template* may depend on the type of a process element, attributes, process data, users, etc.



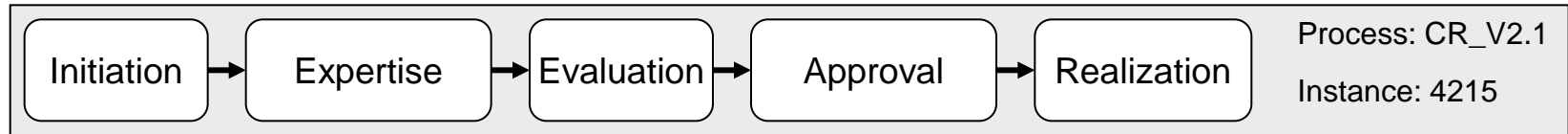
Headline

Subheading
Subheading



Process Visualization

Visual Appearance of a Process Model: Issues



Visualization

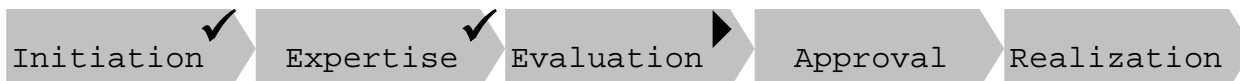
1. Which visual notation to use?
2. When to use which visualization?
3. Which data? Where to add and how?

- Abstracting and formatting process data
 - Formatting, e.g., date values
 - Abstracting, e.g. costs: "high " instead of 1.000.000 €
- Filling template parameters with concrete process data

Change Request 000-W213-XQ-2146

Part: Speedometer

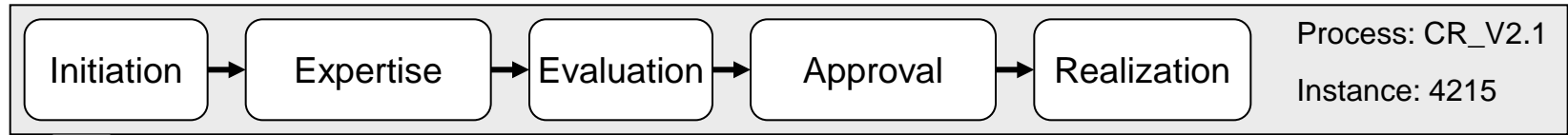
Change: Improvement of Readability



Start: 13.01.2006 Start: 15.01.2006 Start: 25.02.2006
End: 15.01.2006 End: 23.02.2006 End:

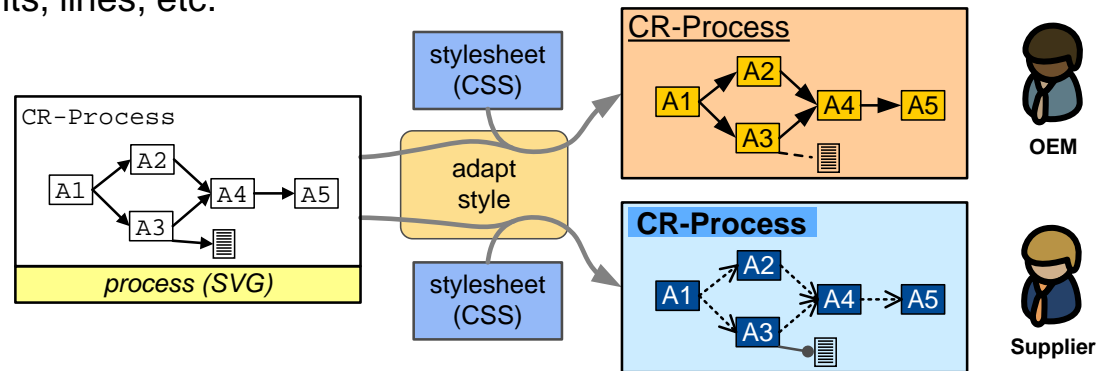
Process Visualization

Visual Appearance of a Process Model: Issues



Visualization

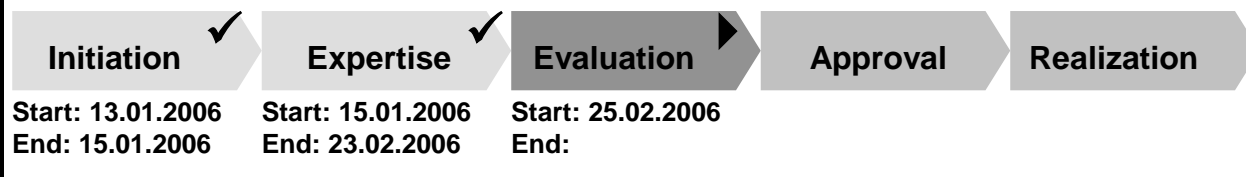
1. Which visual notation to use?
2. When to use which visualization?
3. Which data? Where to add and how?
4. How shall the visualization style look like?
 - Colors, fonts, lines, etc.



Change Request 000-W213-XQ-2146

Part: Speedometer

Change: Improvement of Readability





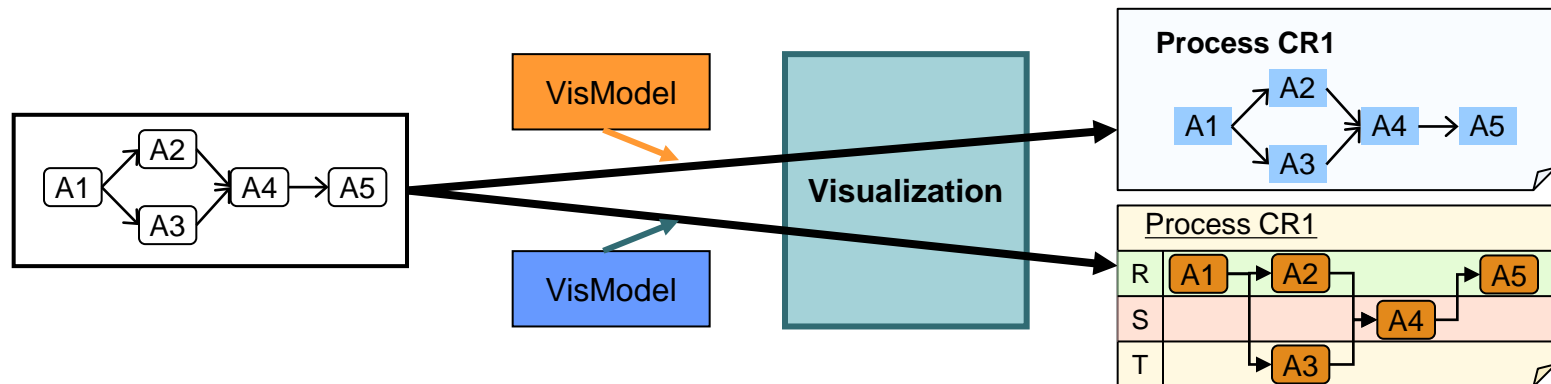
Visual Appearance of a Process Model: The Proviado Approach

How we addressed these issues in the Proviado
visualization framework ...



Visual Appearance of a Process Model: The Proviado Approach

Basic principle: separate process data from its presentation



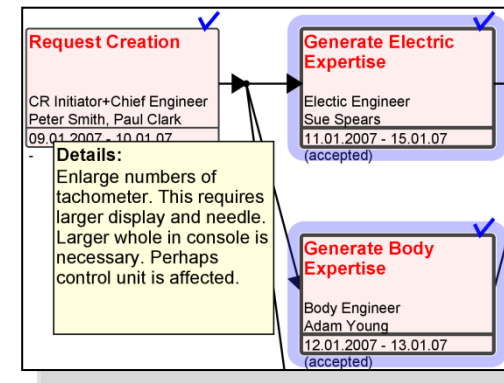
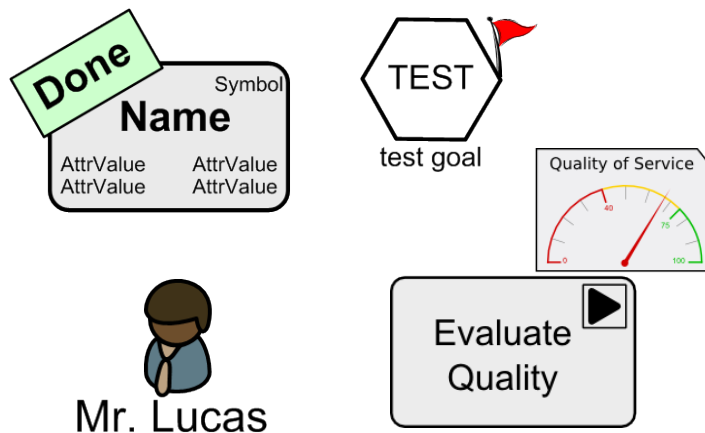
Visualization Model

- logical description of all information required for creating a particular process visualization, e.g., symbols, display form, layouting, ...



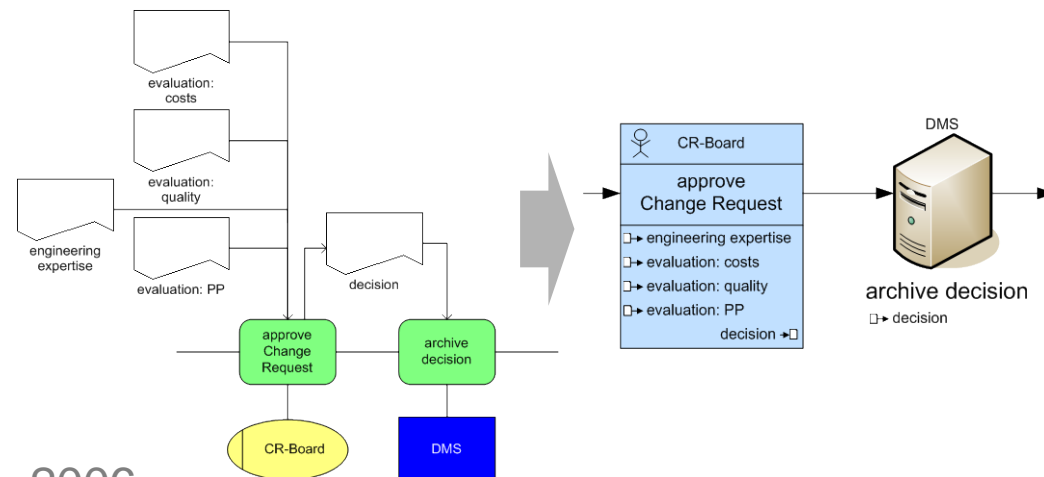
Visual Appearance of a Process Model: The Proviado Approach

Examples of visualization templates



Visualization template defines

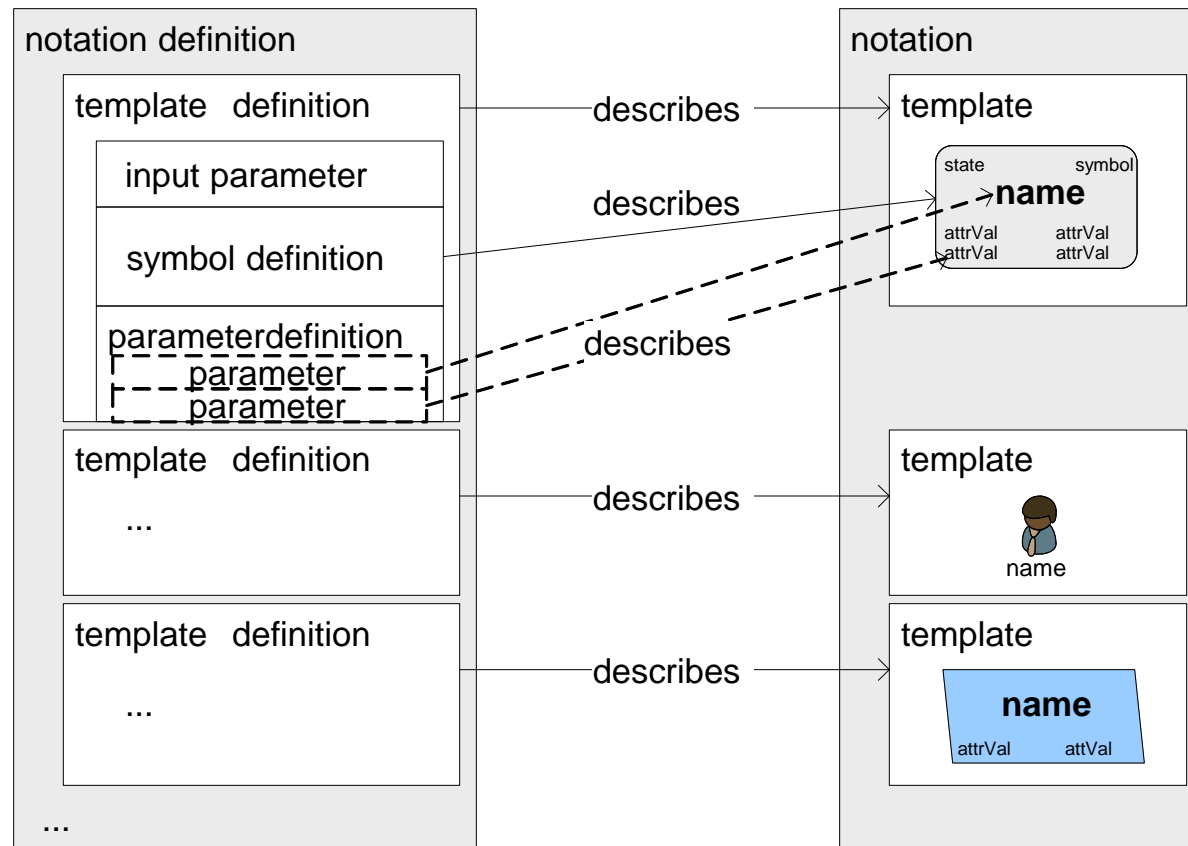
1. symbol to be used
2. data to be displayed
3. application context





Visual Appearance of a Process Model: The Proviado Approach

Schema of a visualization templates

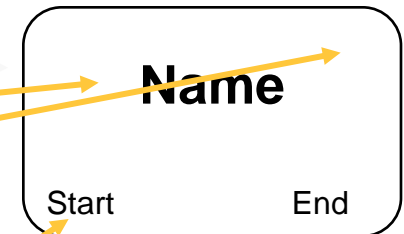




Visual Appearance of a Process Model: The Proviado Approach

Defining a visualization templates for process elements

```
<template id="default_act">
  <inputs>...</inputs>
  <graphic>
    <symbol>...</symbol>
    <parameter name="Beschreibung"
      location='g/text[@name='actname']'
      value="act.getName()" />
    <parameter name="Status"
      location='g/g[@name='status']">
      <choice>
        <when test="act.getState()=RUNNING">
          <use xlink:href="#act_state_RUNNING" />
        </when>
        <when test="act.getState()=COMPLETED">...</when>
        ...
      </choice>
    </parameter>
    <parameter name="starttime"
      location='g/text[@name='starttime']'
      value="formatDate(act.getStart(), 'dd/mm/yyyy')" />
    ...
  </graphic>
</template>
```



Symbol shapes are defined using SVG

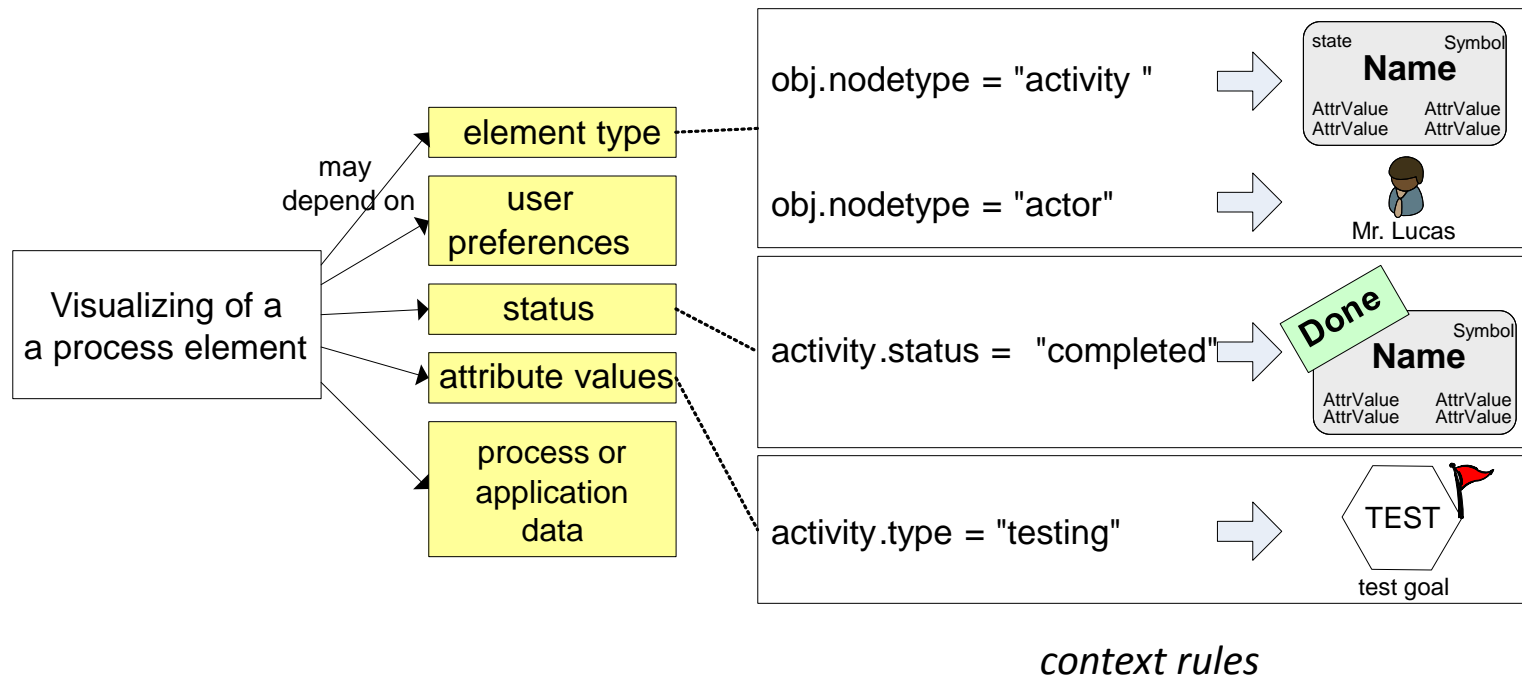
Parameter locations inside the symbol are specified using XPath

JavaScript can be used for calculating parameter values



Visual Appearance of a Process Model: The Proviado Approach

Defining the application context of visualization templates

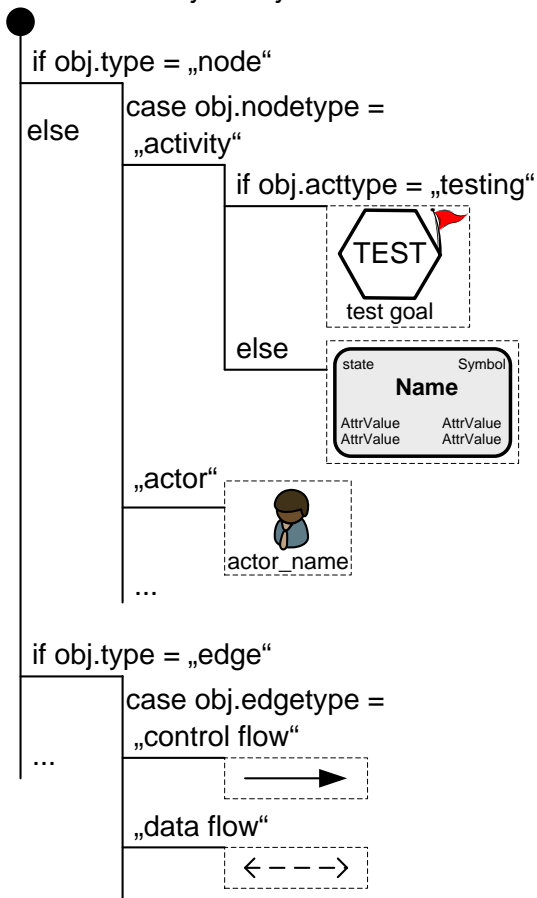




Visual Appearance of a Process Model: The Proviado Approach

Defining the application context of visualization templates

in: *ProcessObject* obj



```

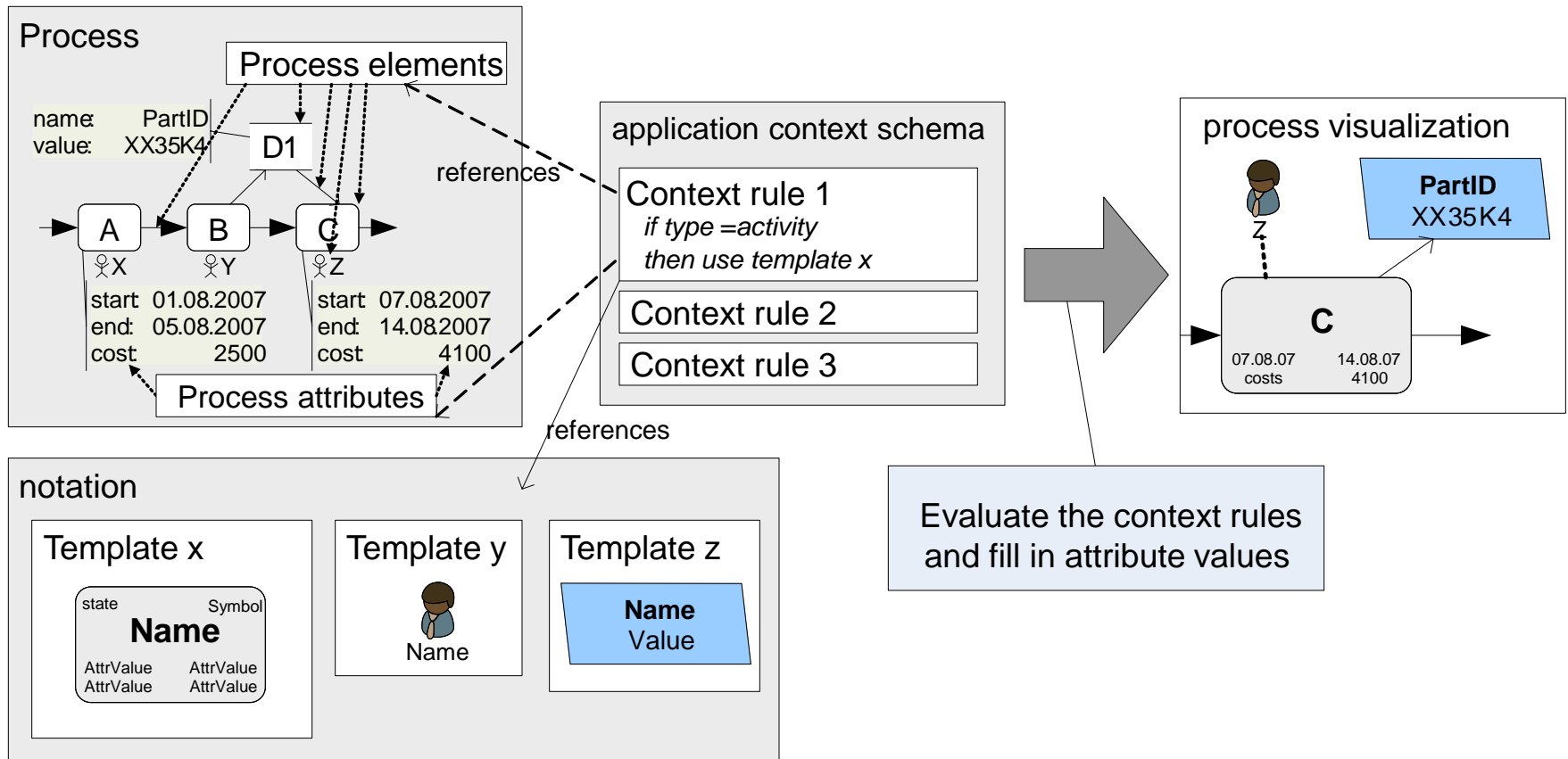
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  <template id="actor">
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    </inputs>
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      </template>
    </otherwise>
  </choose>
</if>
  
```



Process Visualization

Visual Appearance of a Process Model: The Proviado Approach

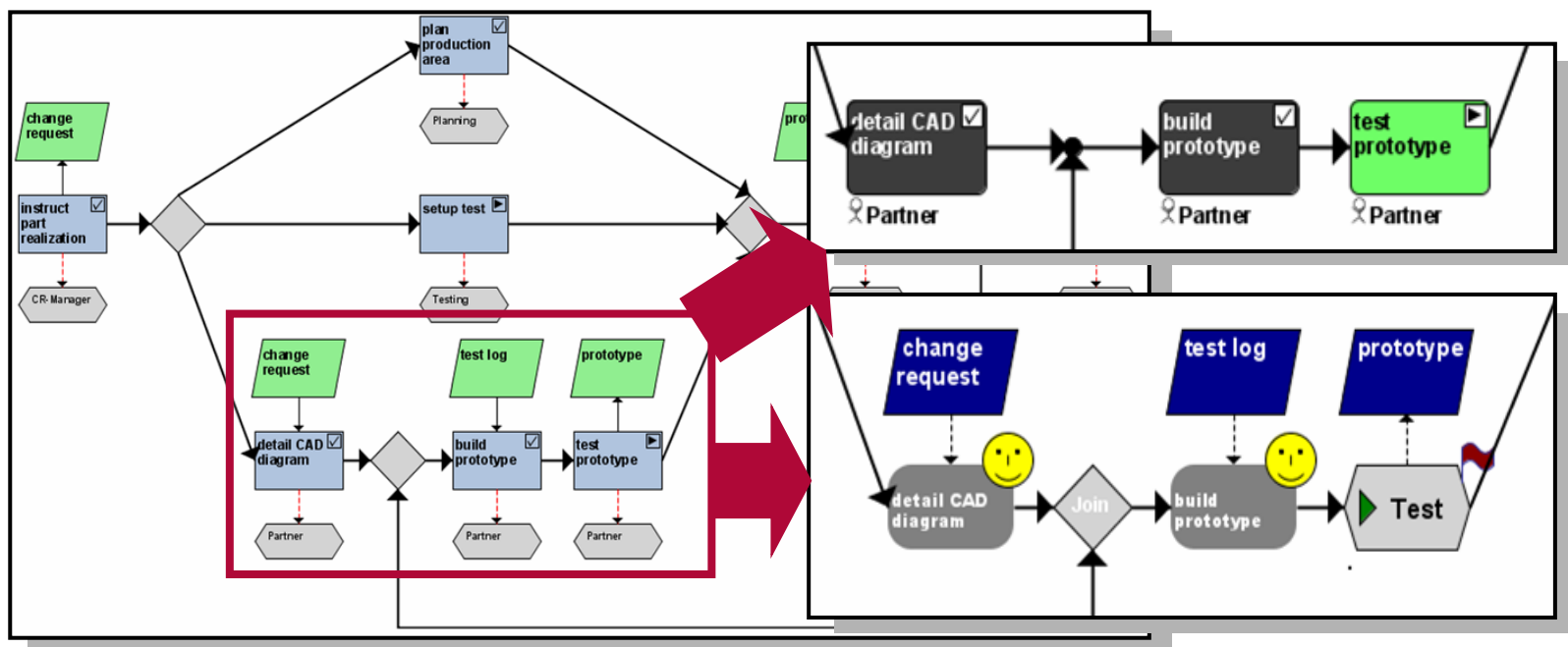
Creating a process visualization





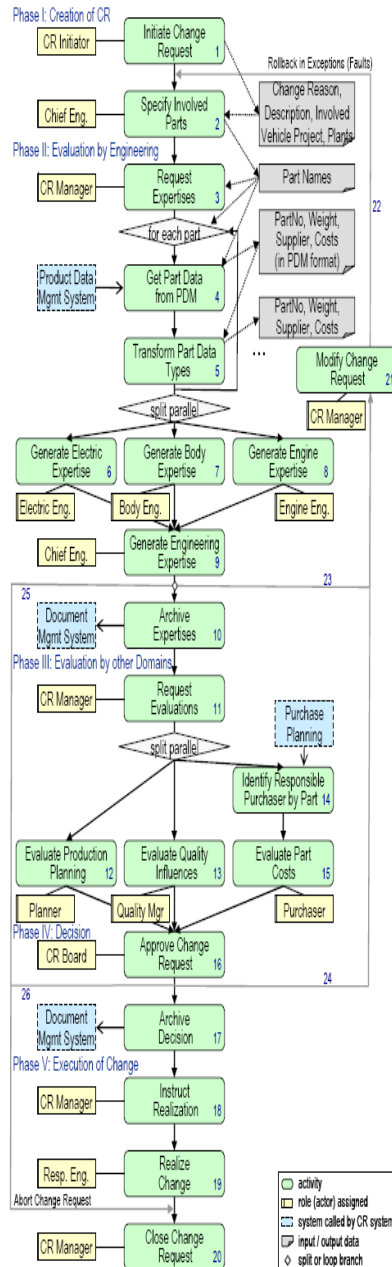
Visual Appearance of a Process Model: The Proviado Approach

Example

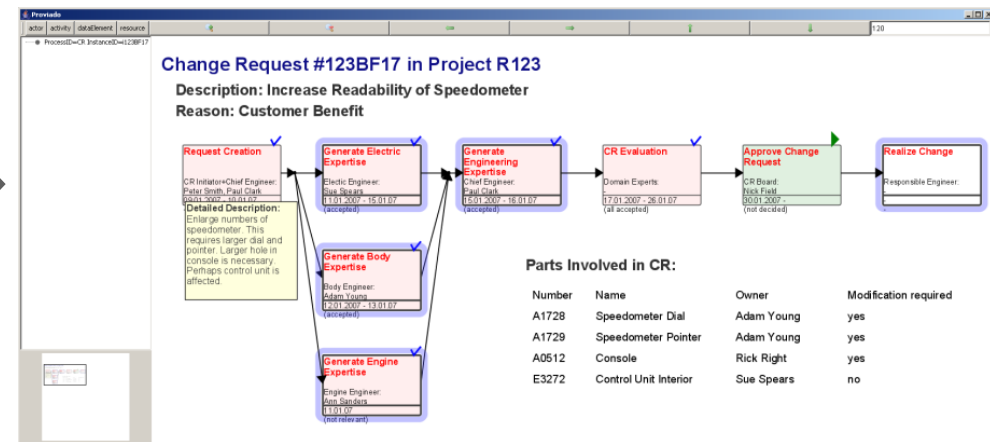




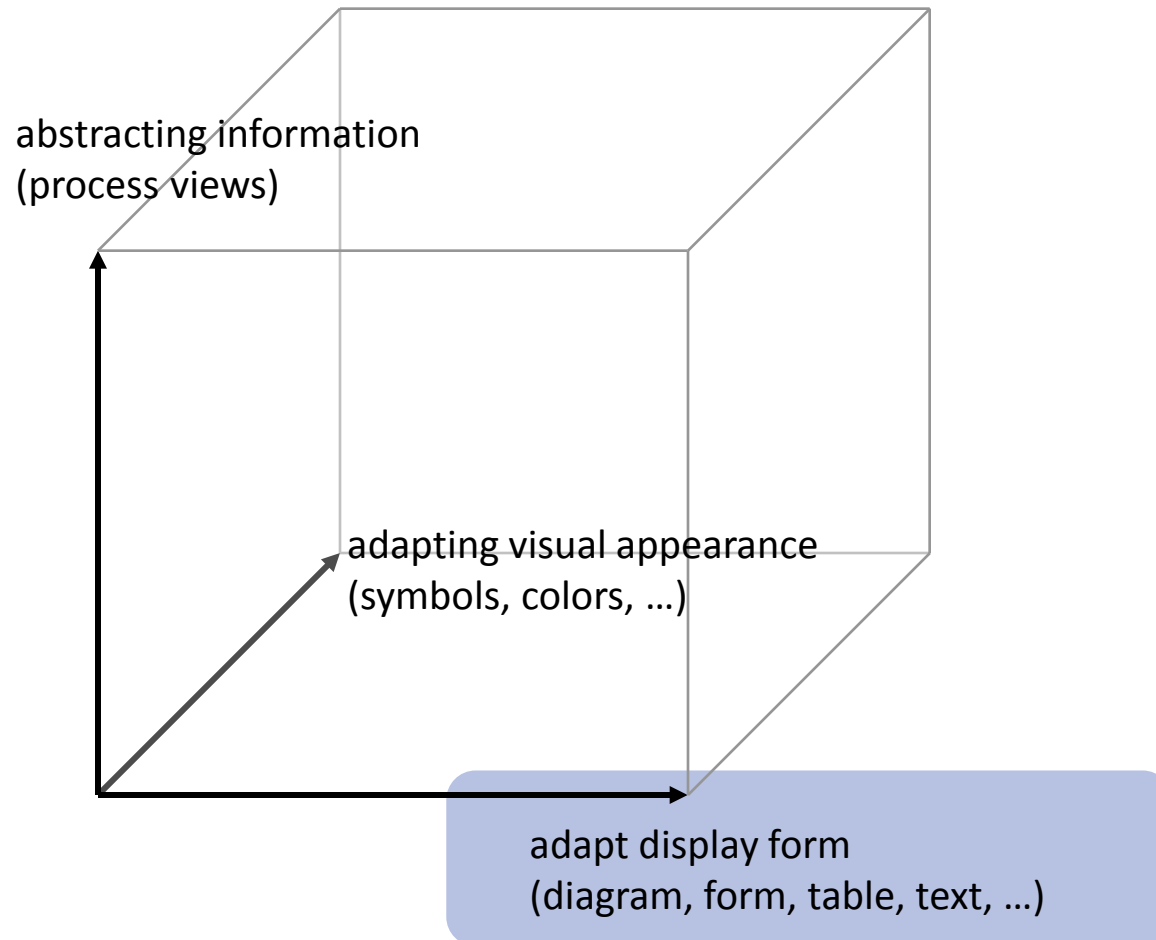
Process Visualization Combining the Dimensions



Personalized
Visualization



Process Visualization Dimensions

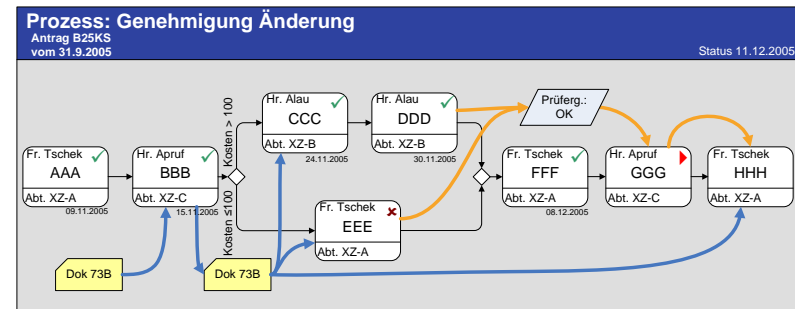
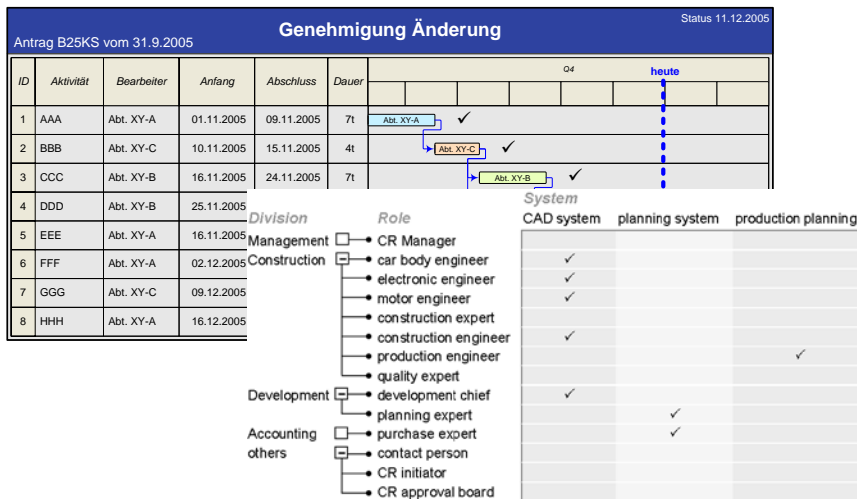
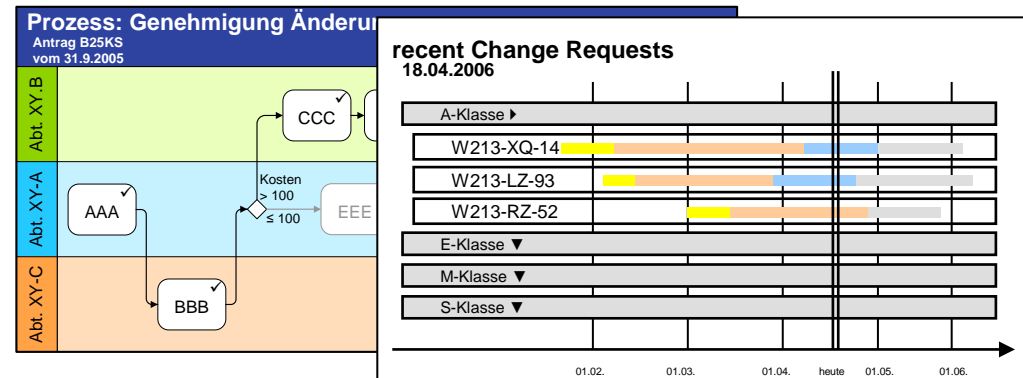
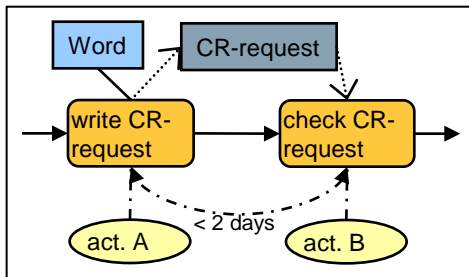


Process Visualization

Display Form of a Process Model



Goal: Experiment with other ways of displaying processes



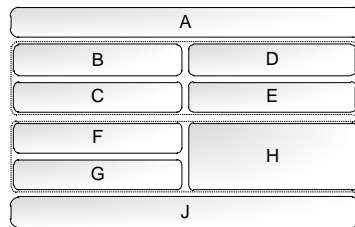
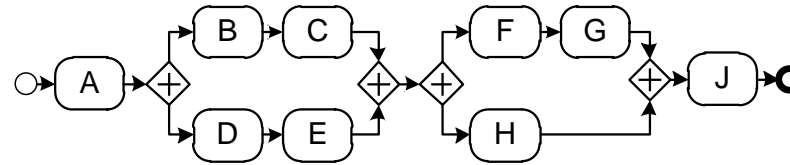
Process Visualization

Display Form of a Process Model

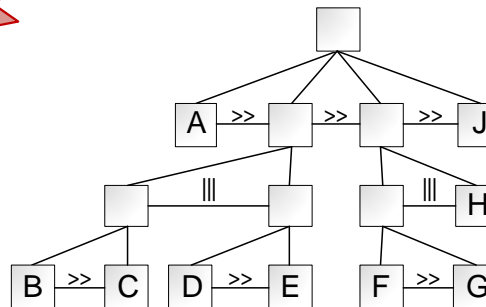


Some concrete work we did in the proView project

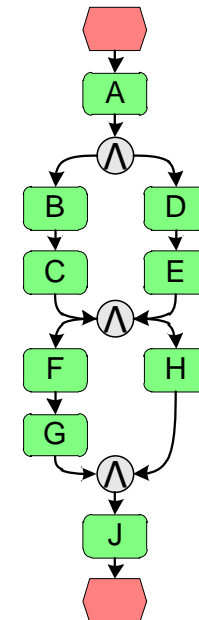
Central Process Model (CPM)



a) Form-based View



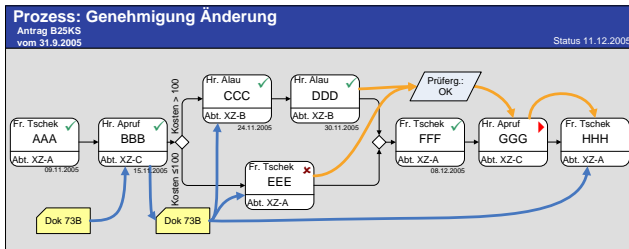
b) Tree-based View



c) EPC-based View

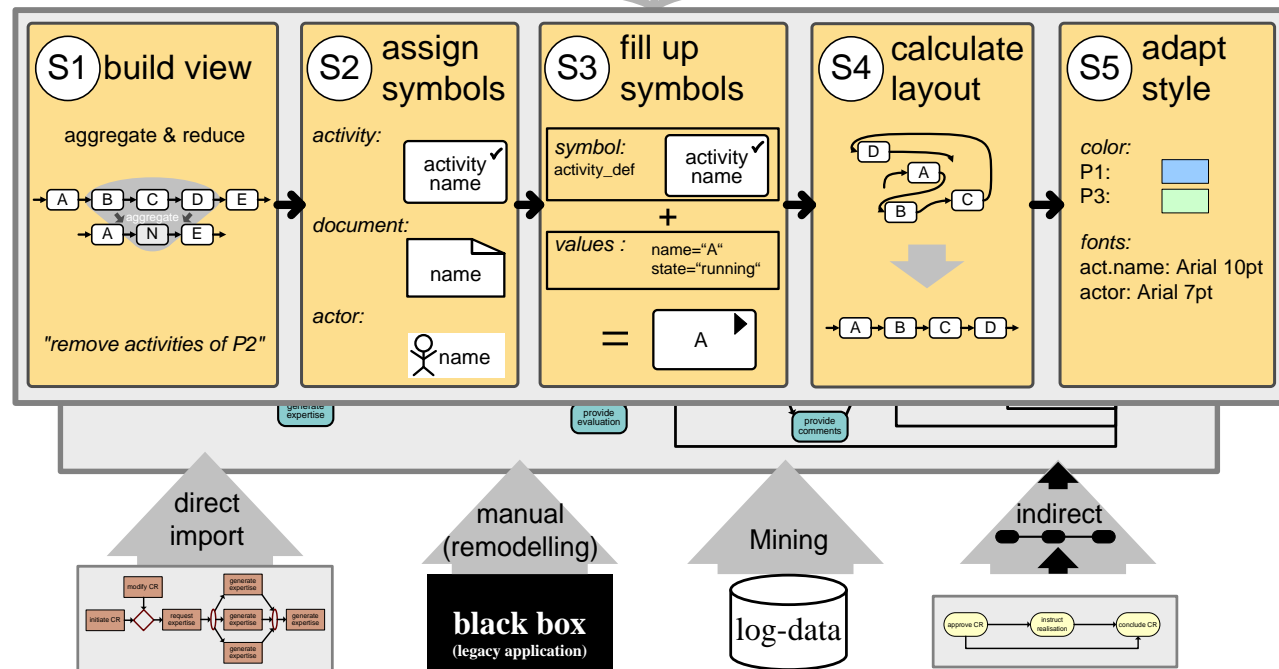
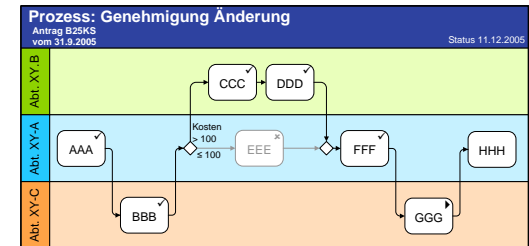
Process Visualization

Summary: What we achieved in Proviado?



Antrag B25KS vom 31.9.2005 **Genehmigung Änderung** Status 11.12.2005

ID	Aktivität	Bearbeiter	Anfang	Abschluss	Dauer	Ort	heute
1	AAA	Abt. XY-A	01.11.2005	09.11.2005	7h		
2	BBB	Abt. XY-C	10.11.2005	15.11.2005	4h		
3	CCC	Abt. XY-B	16.11.2005	24.11.2005	7h		
4	DDD	Abt. XY-B	25.11.2005	30.11.2005	4h		
5	EEE	Abt. XY-A	15.11.2005	01.12.2005	12h		
6	FFF	Abt. XY-A	02.12.2005	08.12.2005	5h		
7	GGG	Abt. XY-C	09.12.2005	15.12.2005	5h		
8	HHH	Abt. XY-A	16.12.2005	23.12.2005	6h		



Updatable Process Model Abstractions



- Focus of this presentation has been on the personalized visualization of large process models
- Another fundamental issue: How to enable domain experts to change large process models!

Proviado



proVie

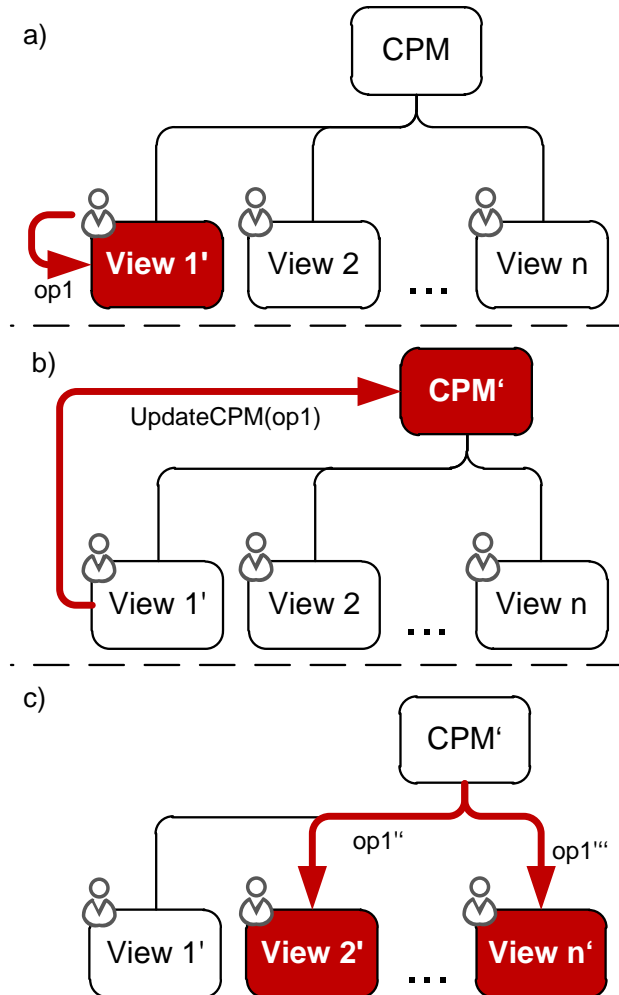


Updatable Process Model Abstractions



- Basic Idea: Using process views not only for visualization purpose, but also as interface for changing the underlying core process model (CPM)
- Updates of a process view then have to be correctly propagated to its CPM as well as all other views on this CPM
- Necessitates a formal foundation

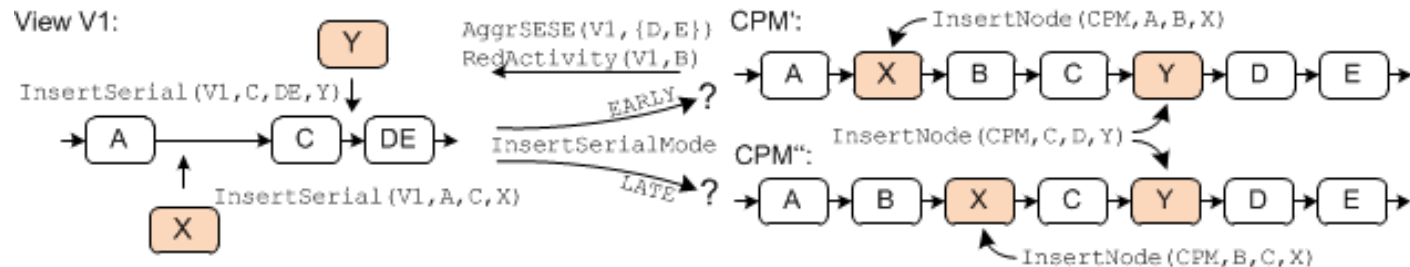
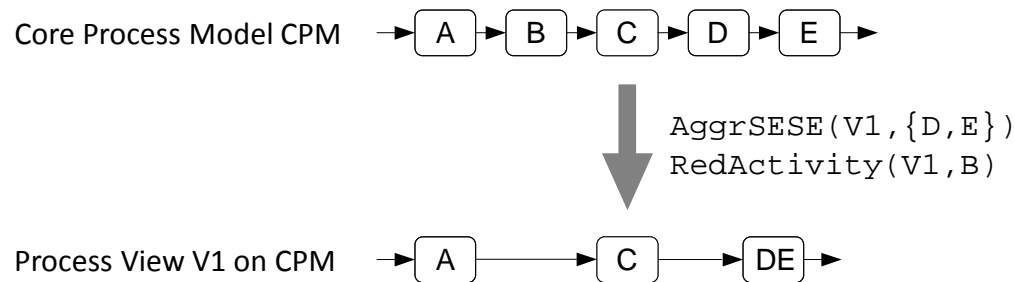
Kolb, Kammerer & Reichert, 2012



Updatable Process Model Abstractions



proView

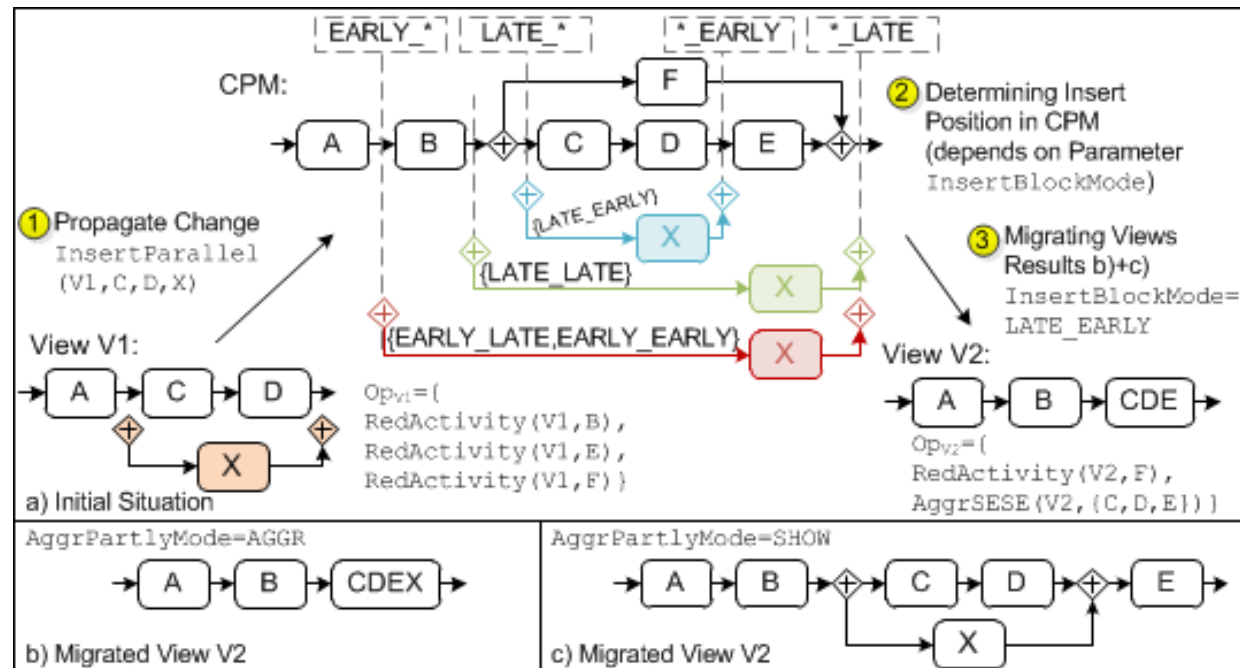


*Ambiguities when propagating
view changes to the CPM*

Updatable Process Model Abstractions



Updating a CPM and related views after a view update!

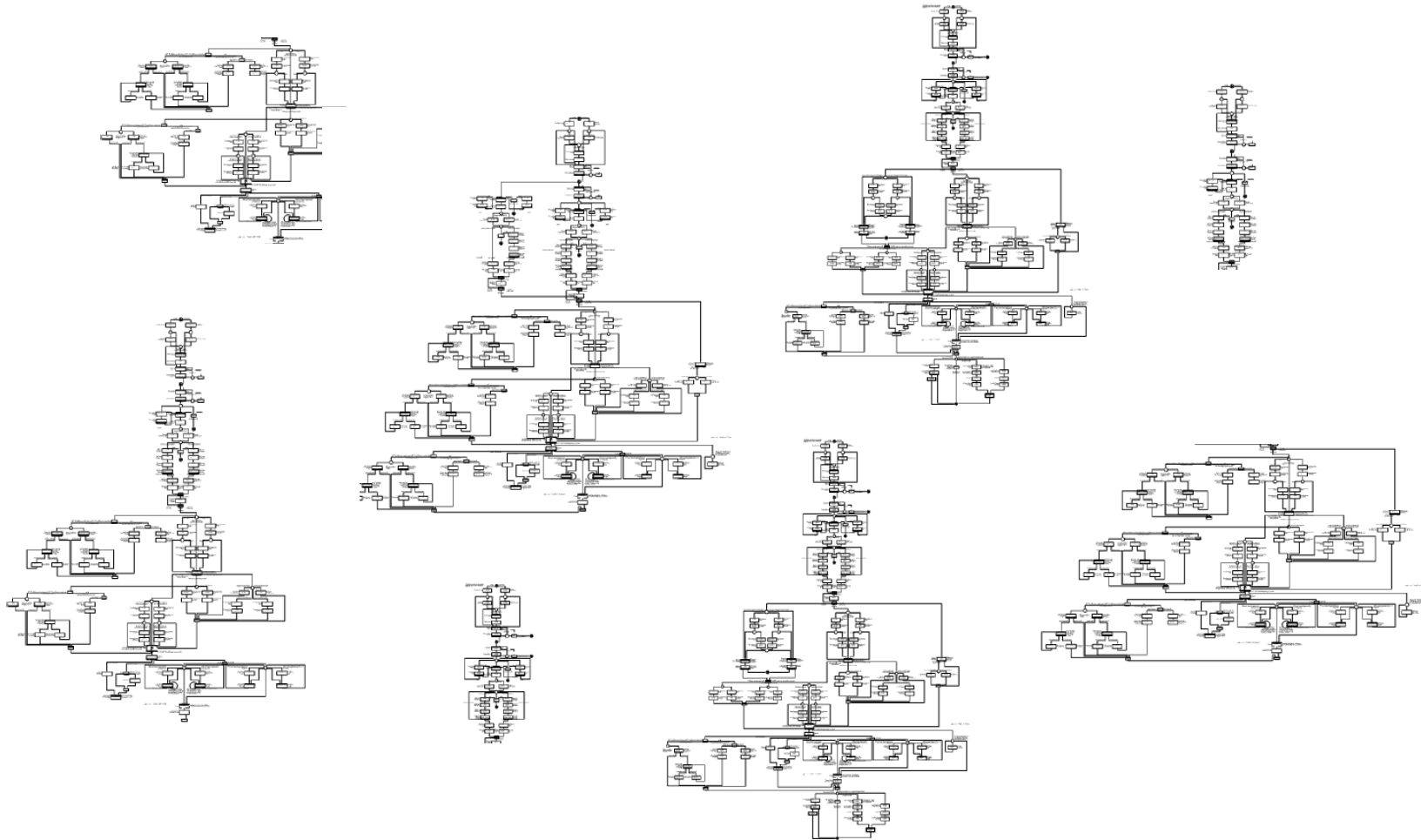




- Challenges & Basic Notions
- Part I: Large Process Models
- Part II: Large Process Model Collections
- Part III: Large Process Structures
- References

Business Process Repositories

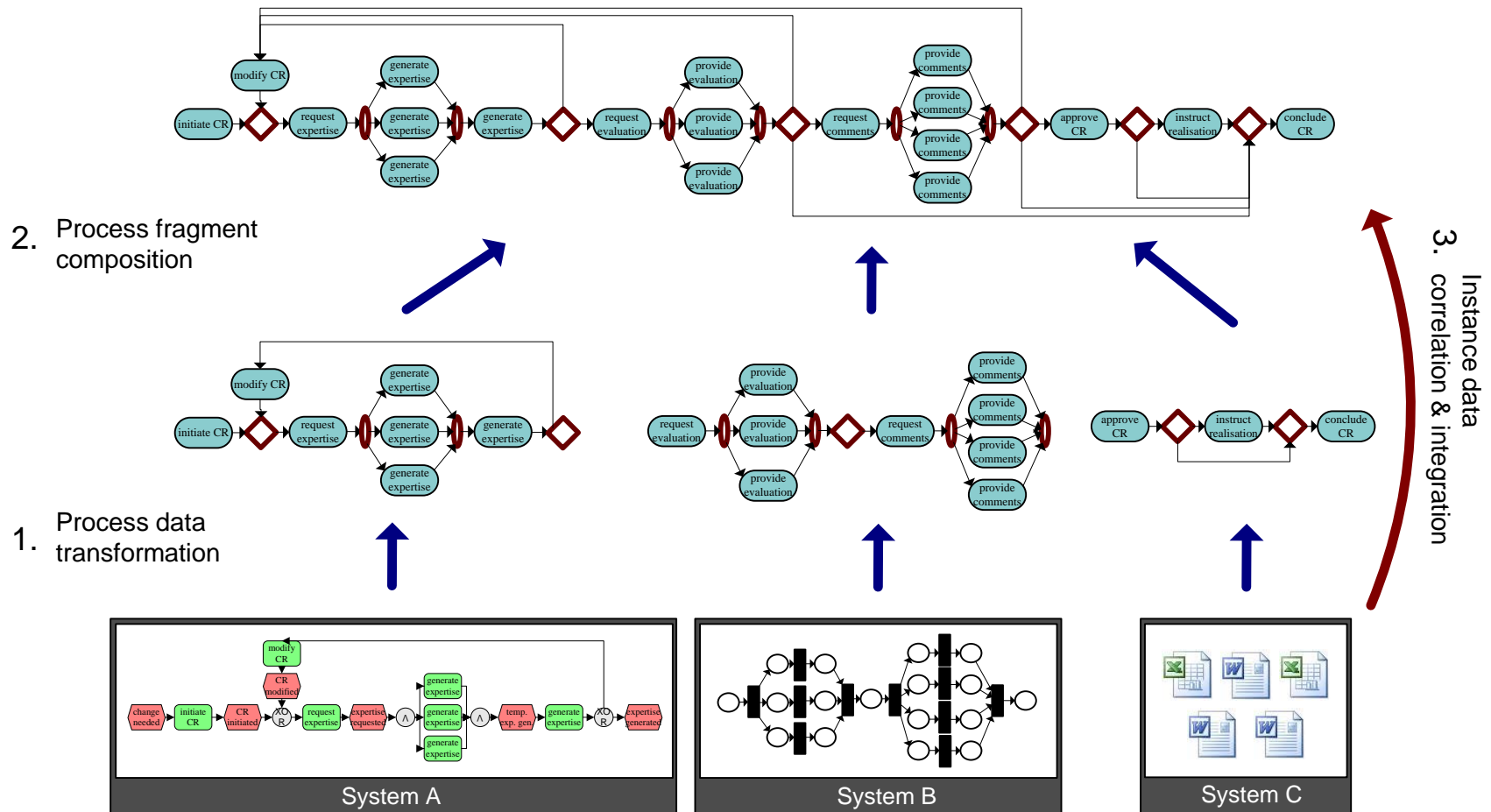
Basic Challenge: Dealing with Large Model Collections





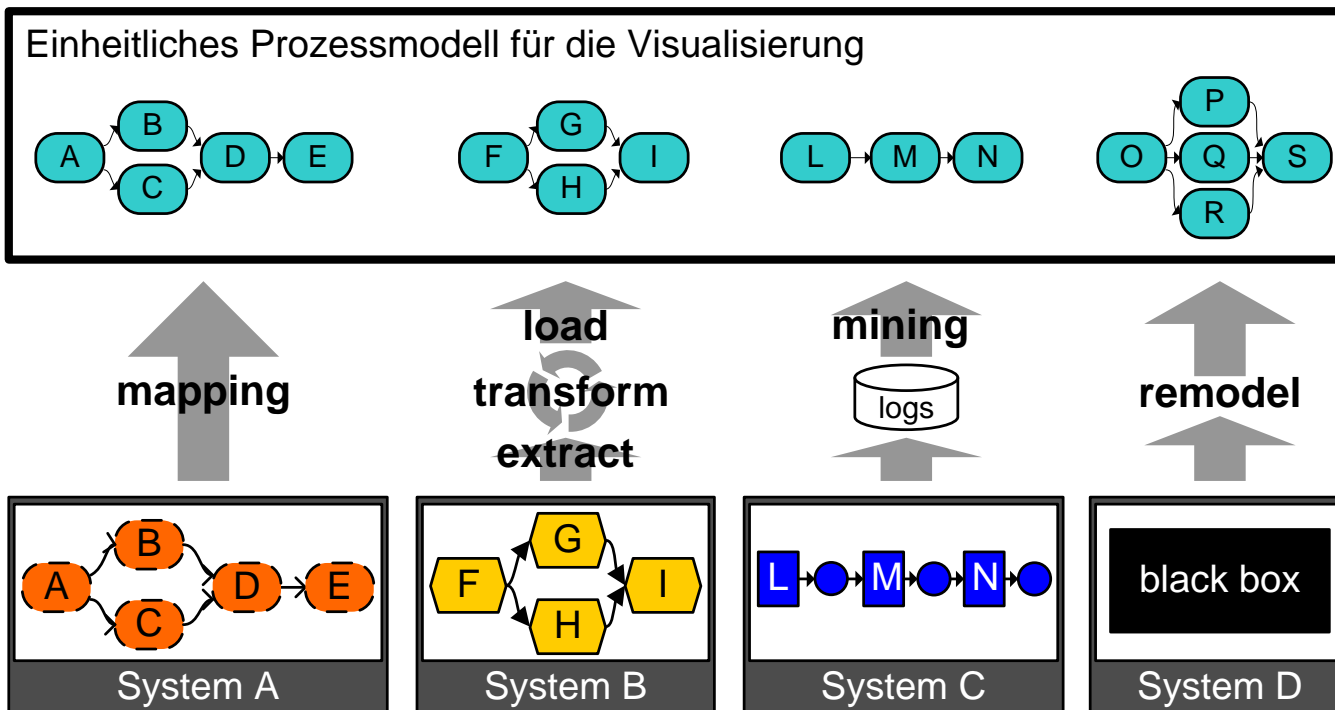
- Standard repository features
 - Check-in / check- out, access control, simple search queries
- Advanced repository features
 - Extract, transform and compose process information
 - Filtering (i.e., clone, detection, similarity search, querying)
 - Managing process variants
 - Merging
 - Navigating in repositories
 - ...

Business Process Repositories: Extract, Transform, and Compose Process Fragments



(Bobrik 2008)

Business Process Repositories: Extract, Transform, and Compose Process Fragments





- Filtering
 - Clone detection
 - finding exact matches
 - Similarity search
 - finding close matches
 - Querying
 - looking for patterns

Business Process Repositories

Filtering: Similarity Search



- Searching for similar process models / process fragments
 - Given a query graph, find all process models in the process model collection that are similar



When are two process models similar?



When are two process models similar?

- Similarity measure defines when two process models are similar
 - Value between 0 and 1
 - 0 indicates no similarity and 1 indicates identical elements



When are two process models similar?

- Label matching similarity
 - Similarity based on the labels of business process model elements
- Structural similarity
 - Measures similarity based on the labels of a business process model element, as well as the relations between these elements
- Behavior similarity
 - Measure similarity based on the intended behavior of process models

Business Process Repositories

Filtering: Querying Process Models



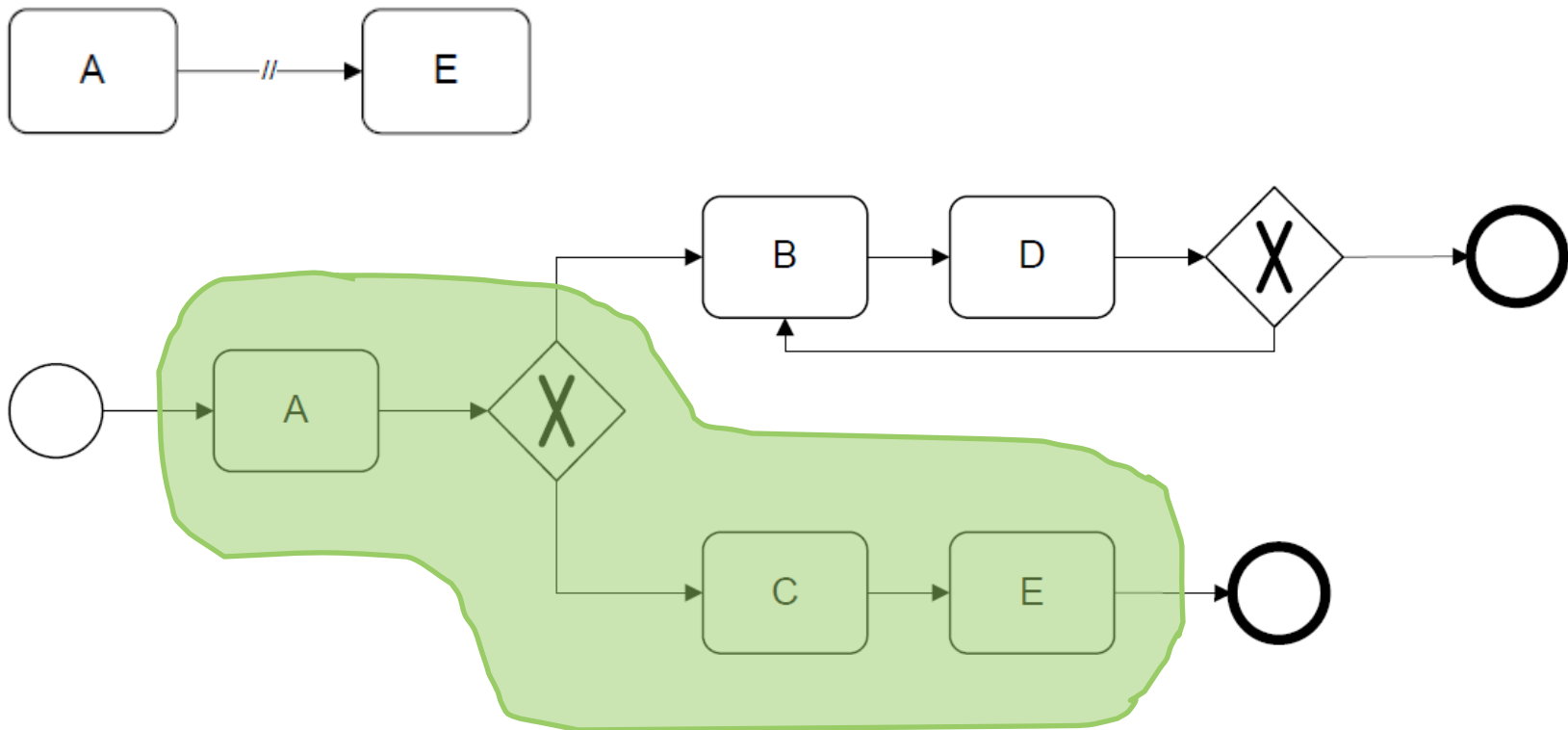
- Querying a process model for patterns
 - Given a query graph, find all matching sub-graphs in the process model collection
 - Example of such a query language
 - BPMN-Q (Awad 2007): Queries expressed in BPMN; usage of wildcard nodes and arcs possible
 - Efficient querying of process fragments
 - Index for efficient querying (Yan, Dijkman, and Grefen 2012)

Business Process Repositories

Filtering: Querying Process Models



- Looking for patterns in a process model
 - What happens between A and E?



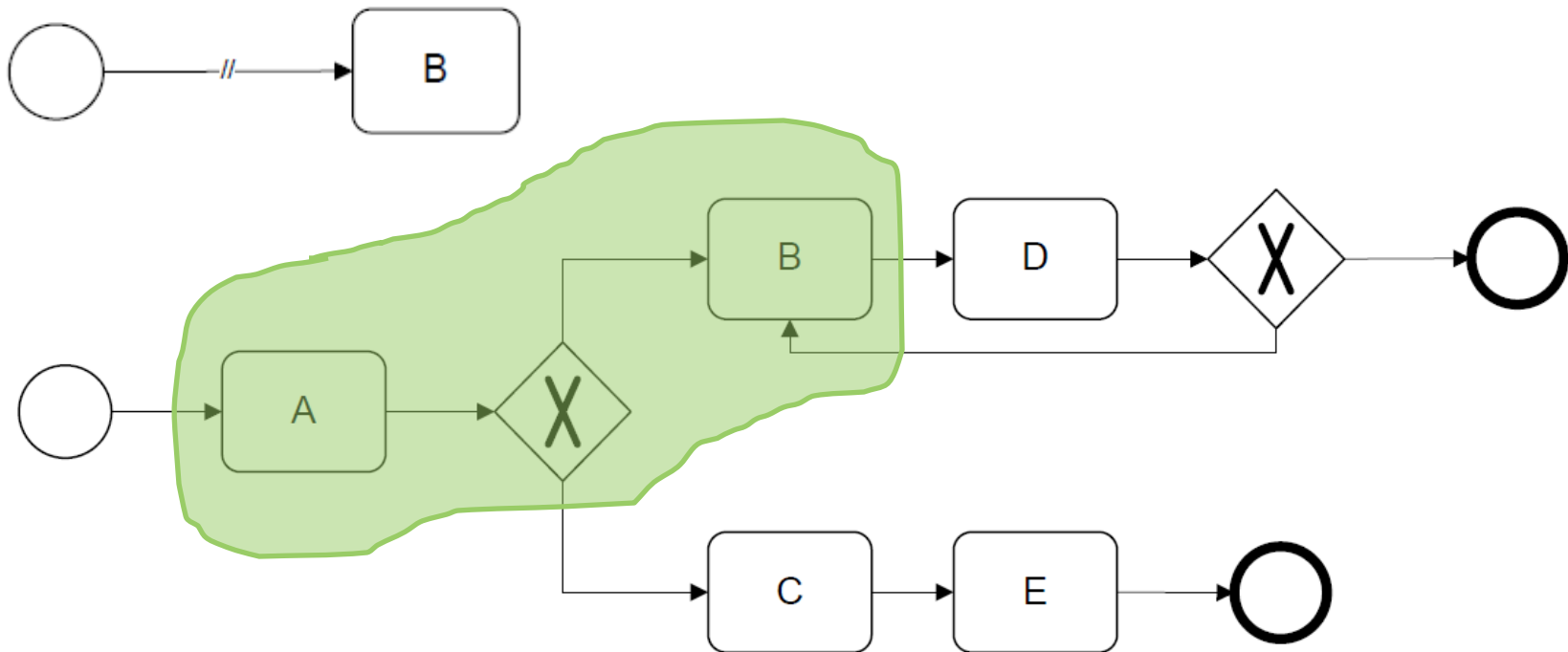
(Awad 2007, Awad et al. 2008)

Business Process Repositories

Filtering: Querying Process Models



- Looking for patterns in a process model
 - What happens from the start until B is reached?





- Challenges & Basic Notions
- Part I: Large Process Models
- Part II: Large Process Model Collections
- Part III: Large Process Structures
- References

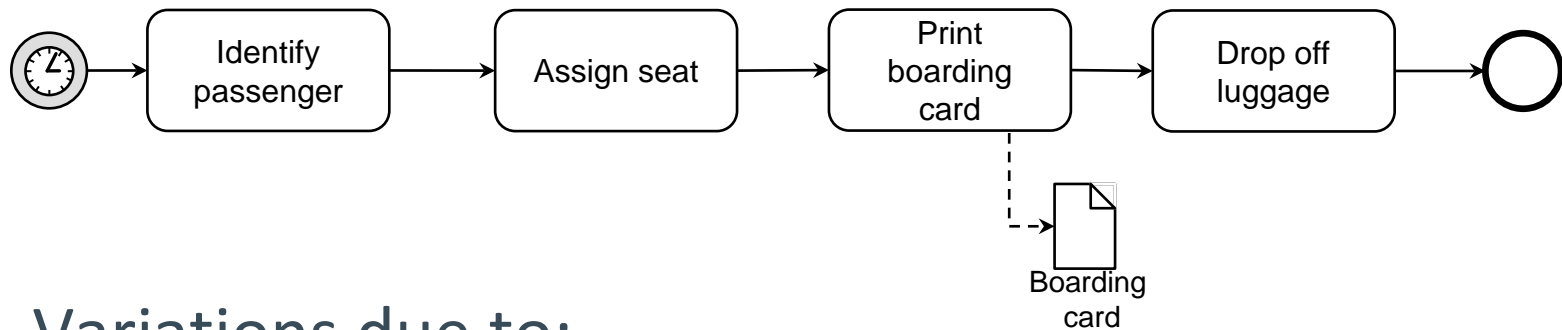
Variability Sources of Variations



Industrial Example Flight Check-in



■ Generic process:



■ Variations due to:

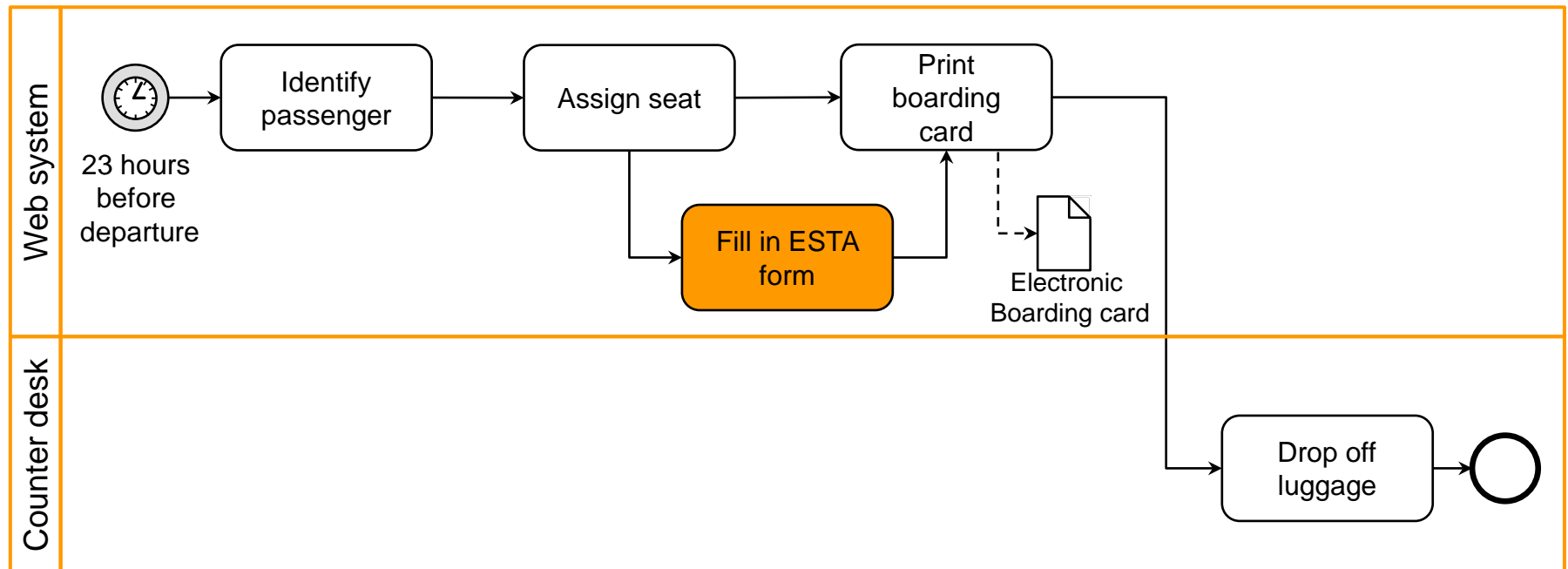
- Airline policies (e.g., check-in opening time)
- Type of passenger (e.g., adult, child, handicapped)
- Type of ticket (e.g., economy, business)
- Type of carried items (e.g., pet)
- etc.

» **Hundreds of variants**

Industrial Example Flight Check-in



- Variant 1:
 - Online check-in
 - Adult flying with a business class ticket
 - International flight from EU to USA

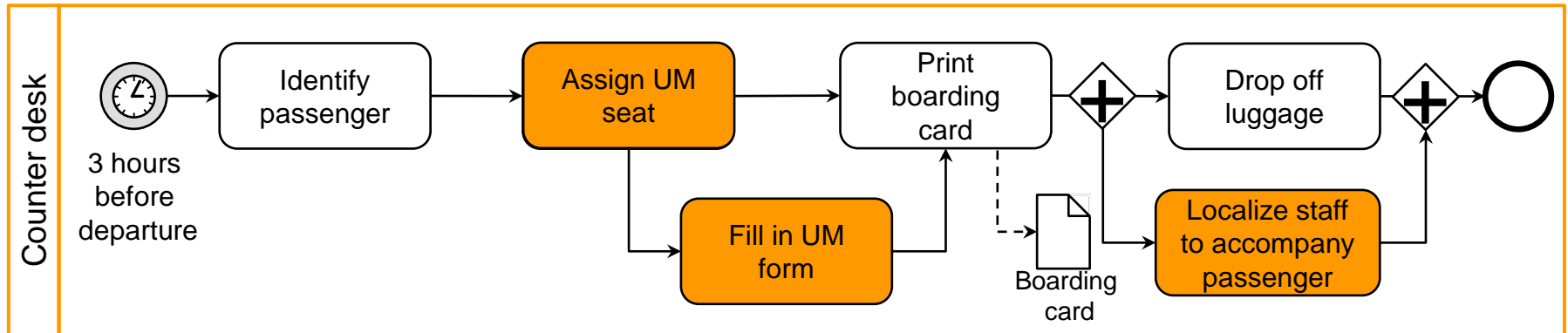


Industrial Example

Flight Check-in



- Variant 2:
 - Counter desk check-in
 - Unaccompanied Minor (UM)

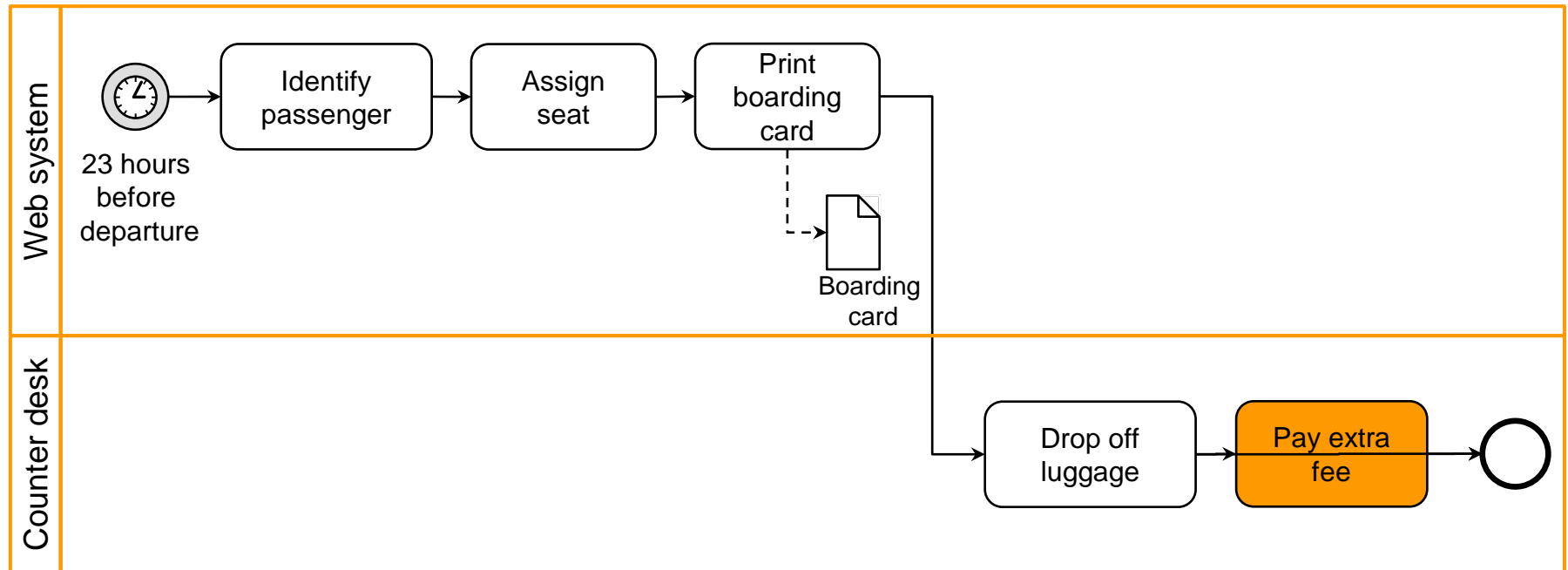


Industrial Example

Flight Check-in



- Variant 3:
 - Online check-in
 - Adult carrying overweight



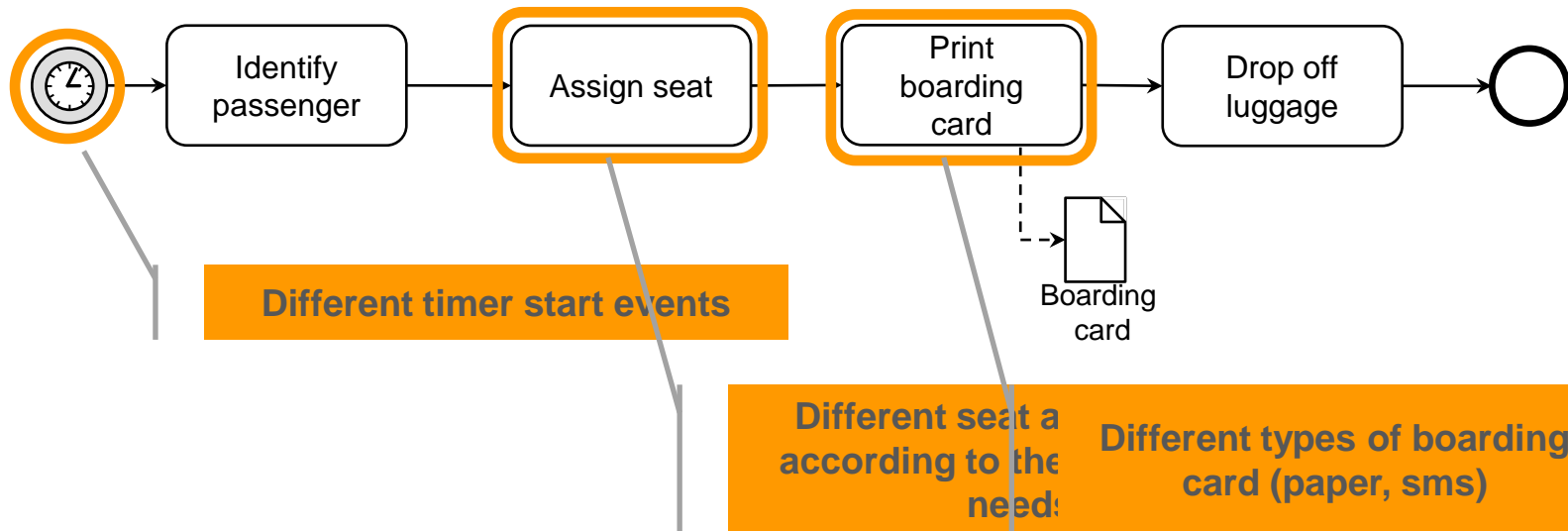


How are **Business Processes** which are subject to variability characterized?

Representing Variability Concepts



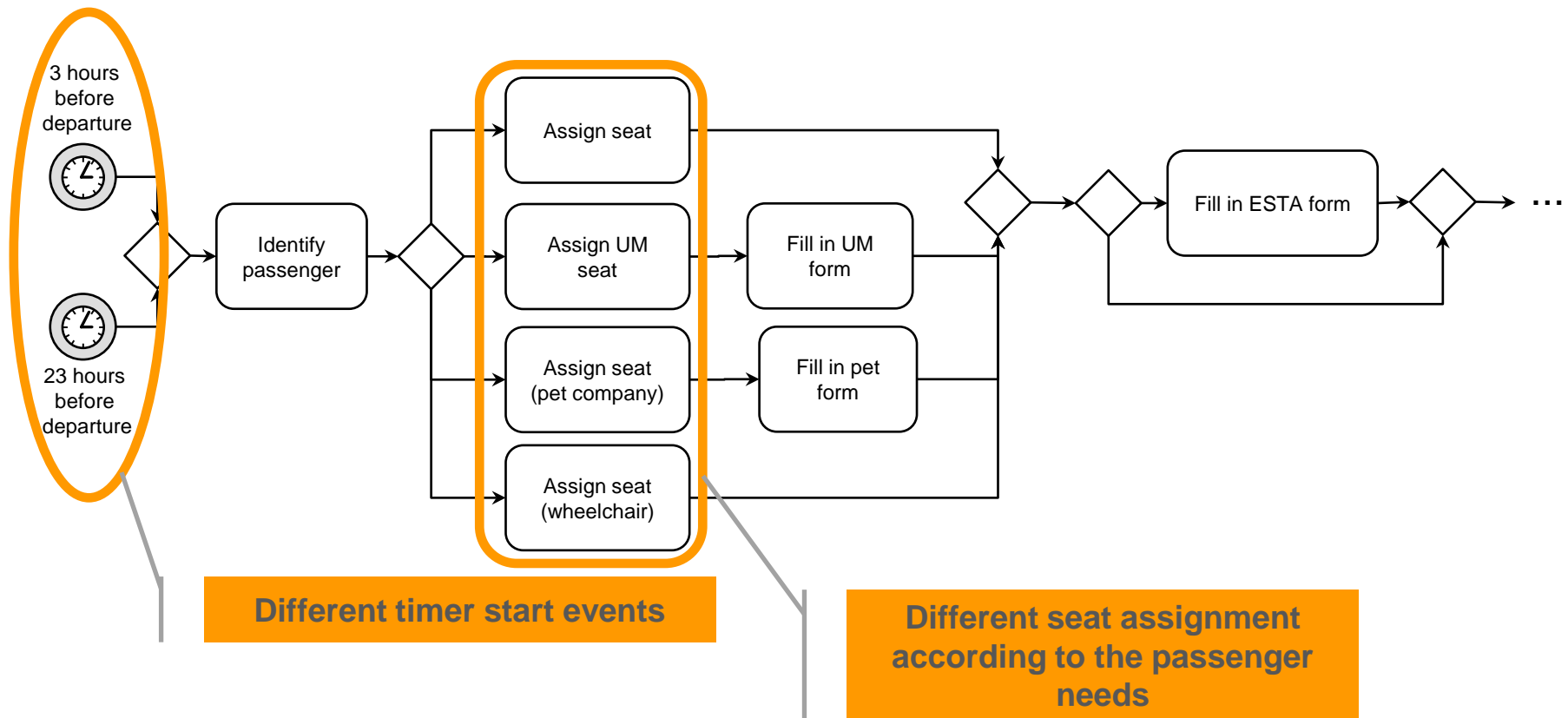
- Variable parts
 - Parts being subject to variation (commonly known as variation point)



Representing Variability Concepts



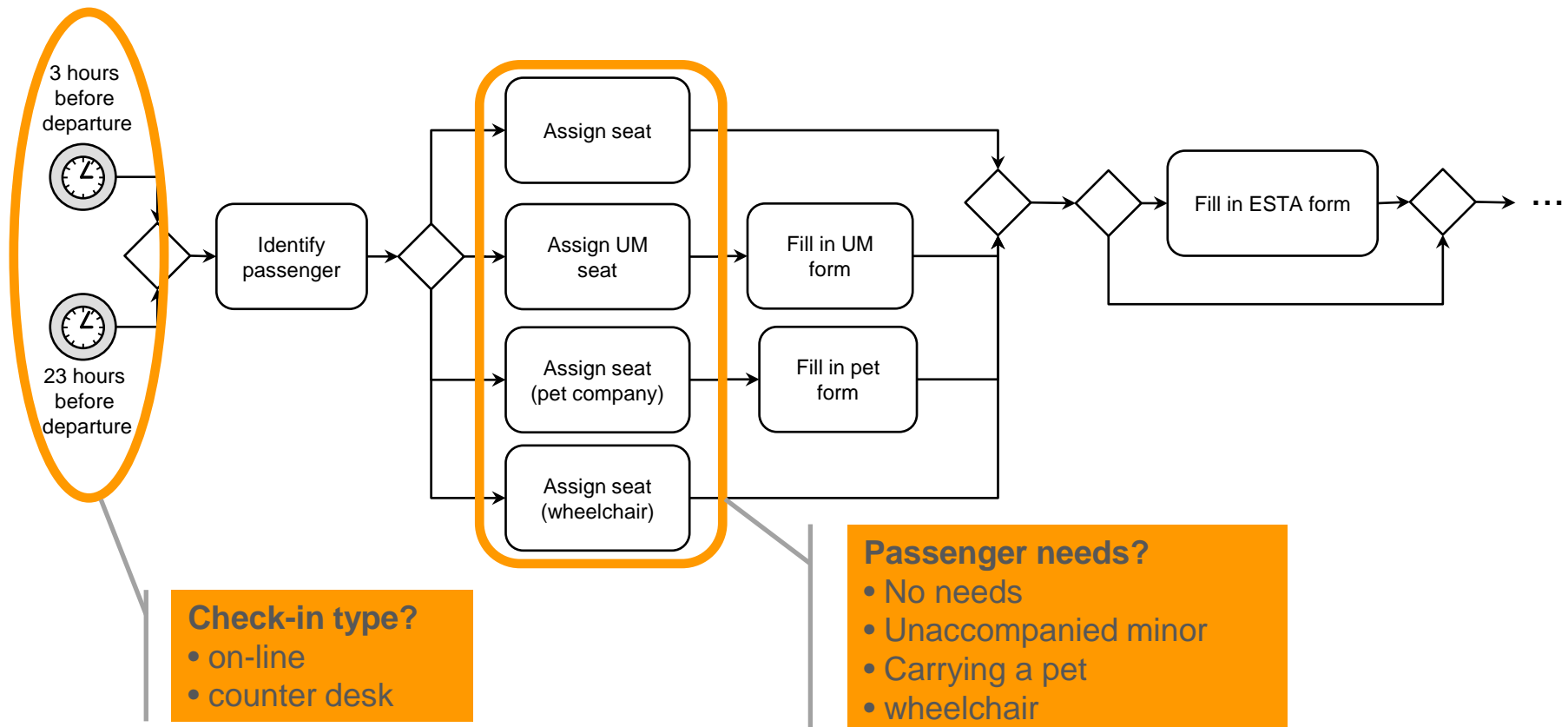
- Alternatives that exist for each variable parts
 - Alternatives that fit in each variable part
 - Relationship constraints between such alternatives



Representing Variability Concepts

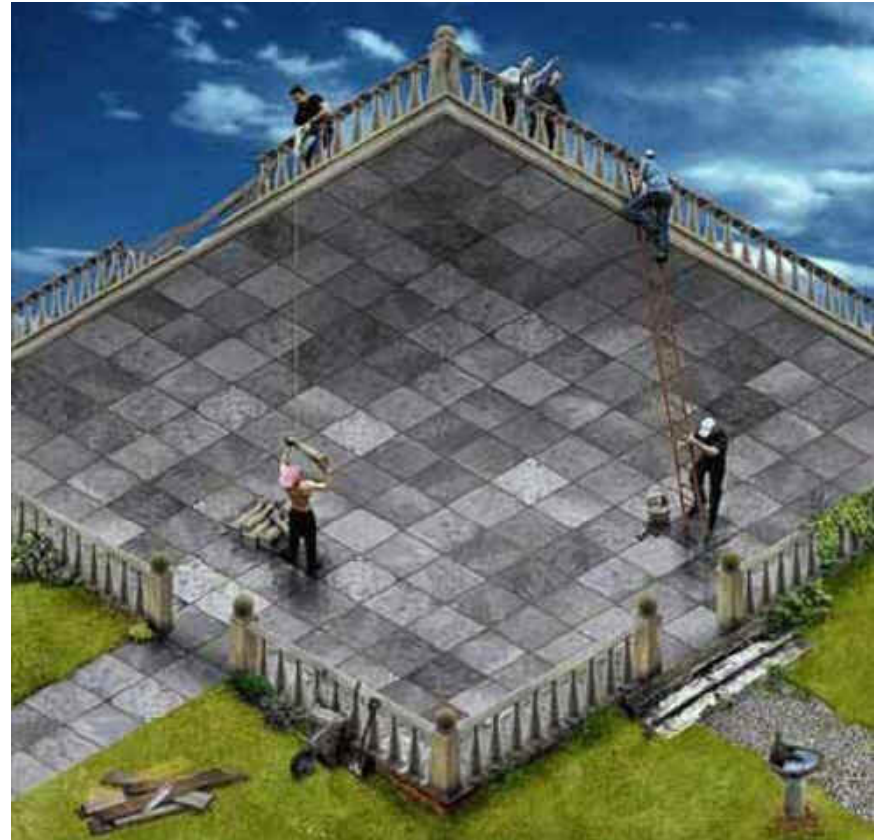


- Application context for each alternative
 - Conditions that make these variables being applied
 - Usually represented by a set of variables





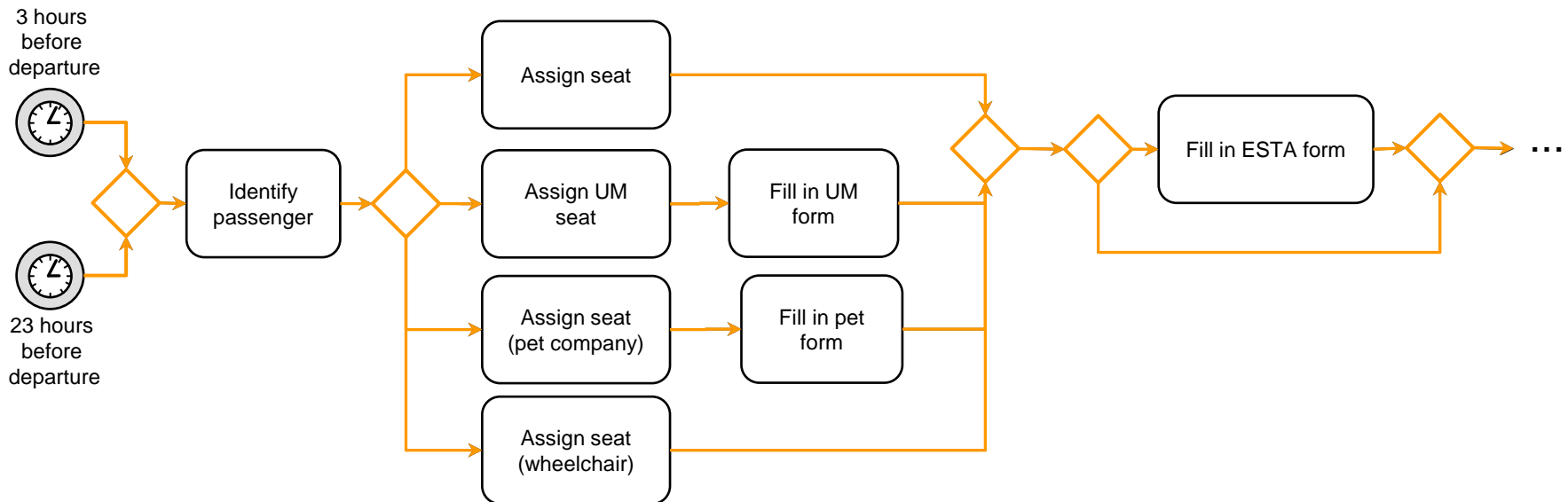
- Where can we find variability in a BP?
 - Behavioural
 - Functional
 - Informational
 - Organizational
 - Temporal
 - Operational





■ Behavioural

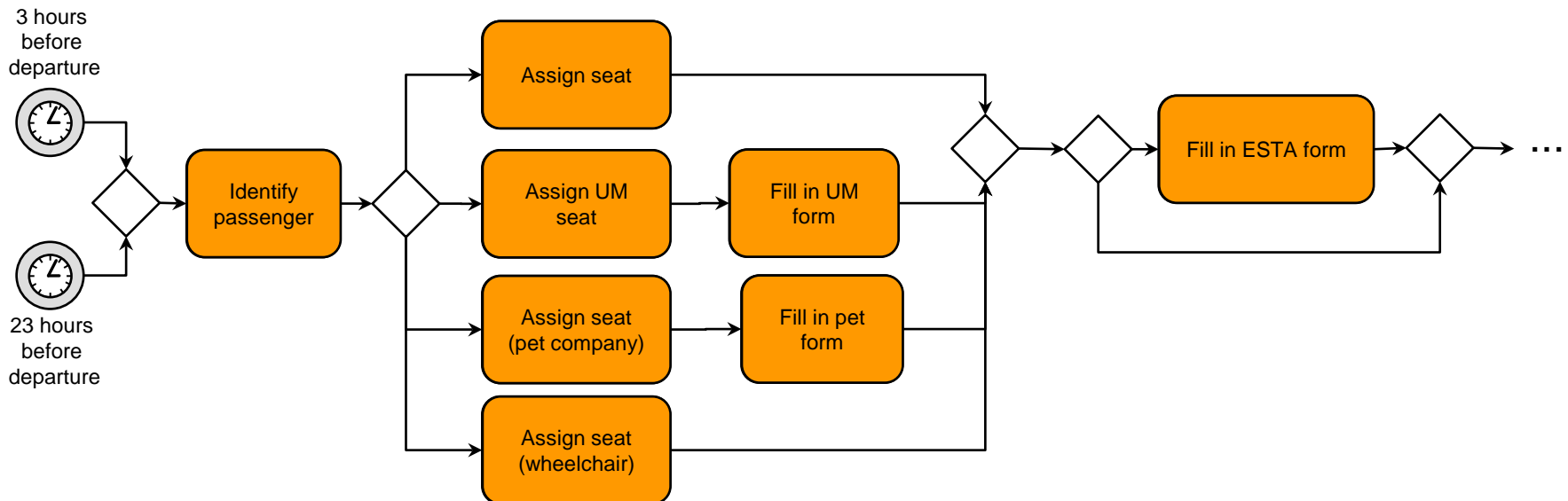
It captures the dynamic behavior of a BP model and corresponds to the control flow between the activities. A control flow schema includes information about the order of the activities or the constraints for their execution.





■ Functional

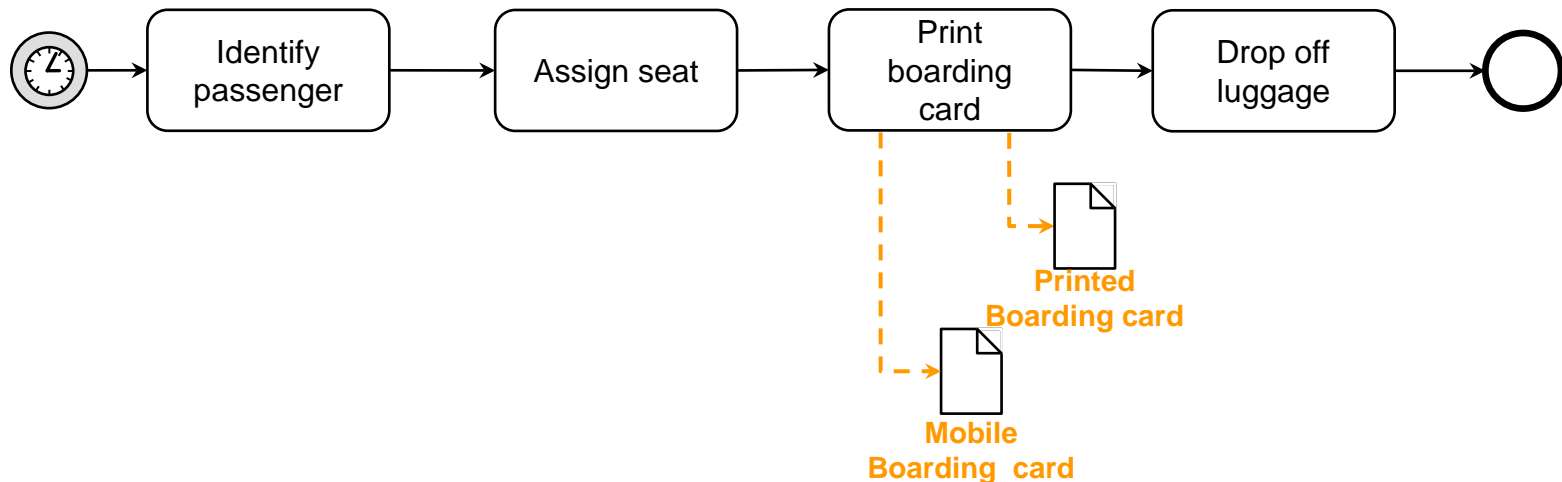
It specifies the decomposition of BPs, i.e., it represents the activities to be performed. While an atomic activity is associated with a single action, a complex activity refers to a subprocess or, more precisely, a sub-process model.





■ Informational

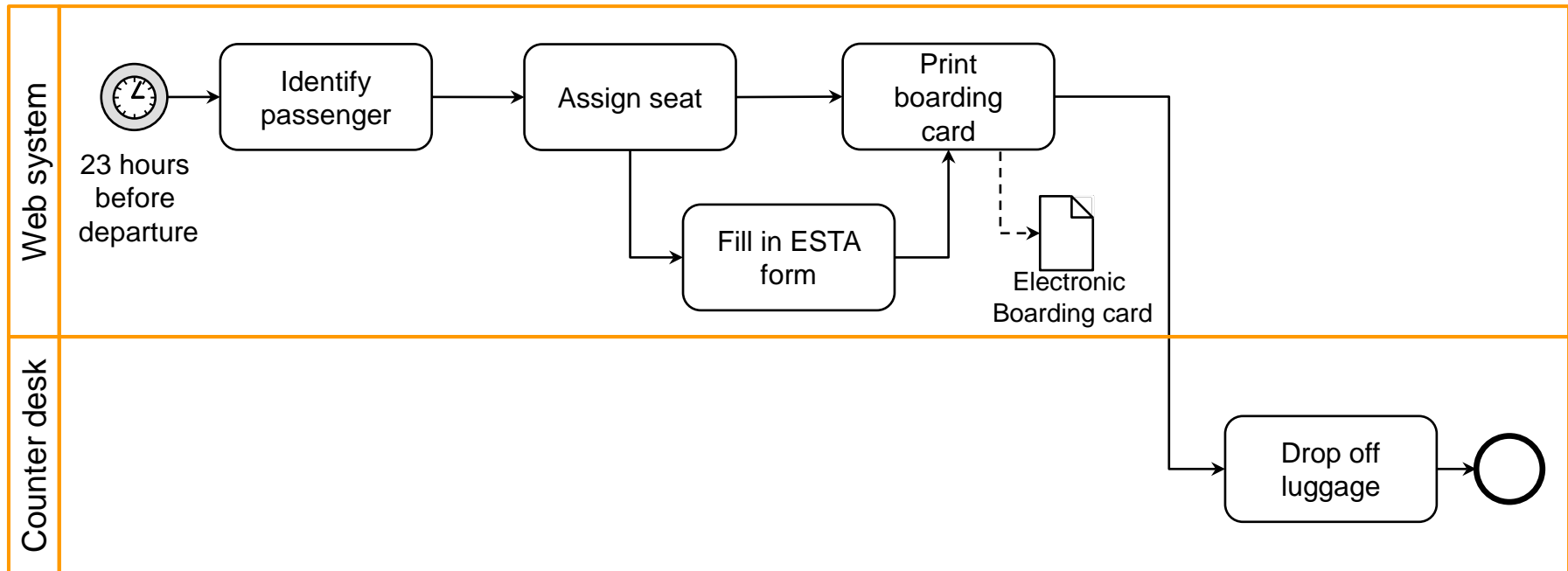
It concerns data and data flow, i.e., it represents the informational entities (e.g., data, artifacts, products, and objects) consumed or produced during the execution of BP activities.





■ Organizational

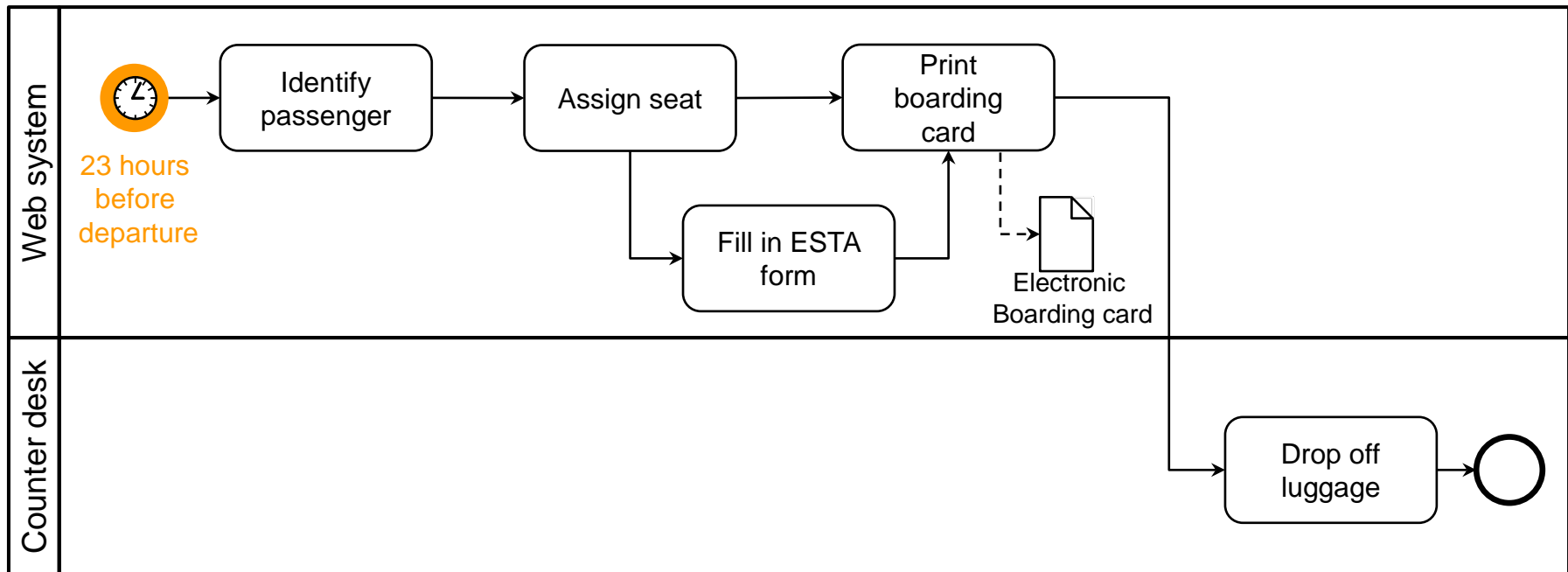
It deals with the assignment of resources to the activities of a BP model, i.e., it represents the actors, roles (i.e., humans or systems), within an organization being in charge of executing certain BP activities.





■ Temporal

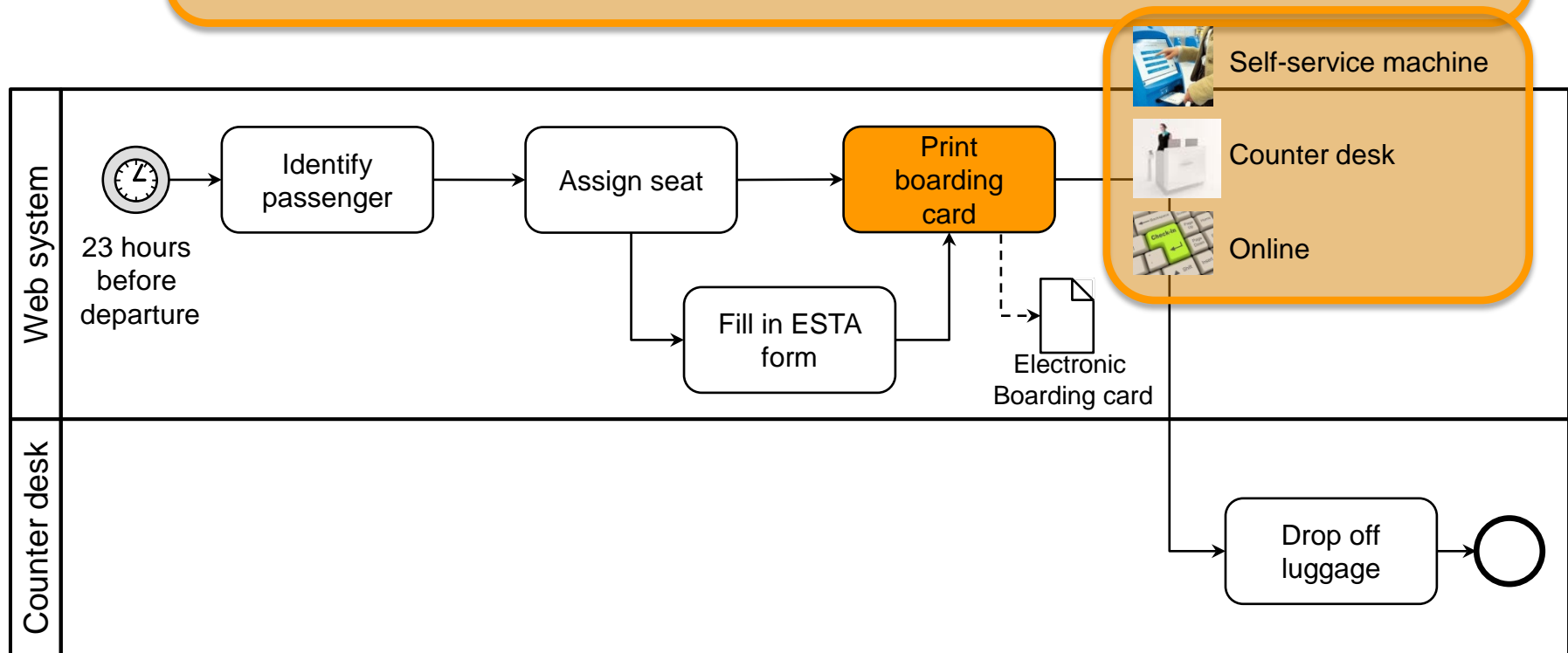
It deals with time issues and temporal constraints, i.e., it represents the occurrence of events during the course of a process, which affects the scheduling of activities from this process.





■ Operational

It refers to the implementation of process activities, i.e., the application services to be executed when an atomic activity is performed.



Limitations of Common BPMLs



Are **common BPML constructs** sufficient to properly represent **variability** in BPs?

Limitations of Common BPMLs



Could we use...

- Conditional branching,
- Separate process models, or
- Sub-processes

... for such purpose?

Limitations of Common BPMLs



Could we use...

- Conditional branching,
- Separate process models, or
- Sub-processes

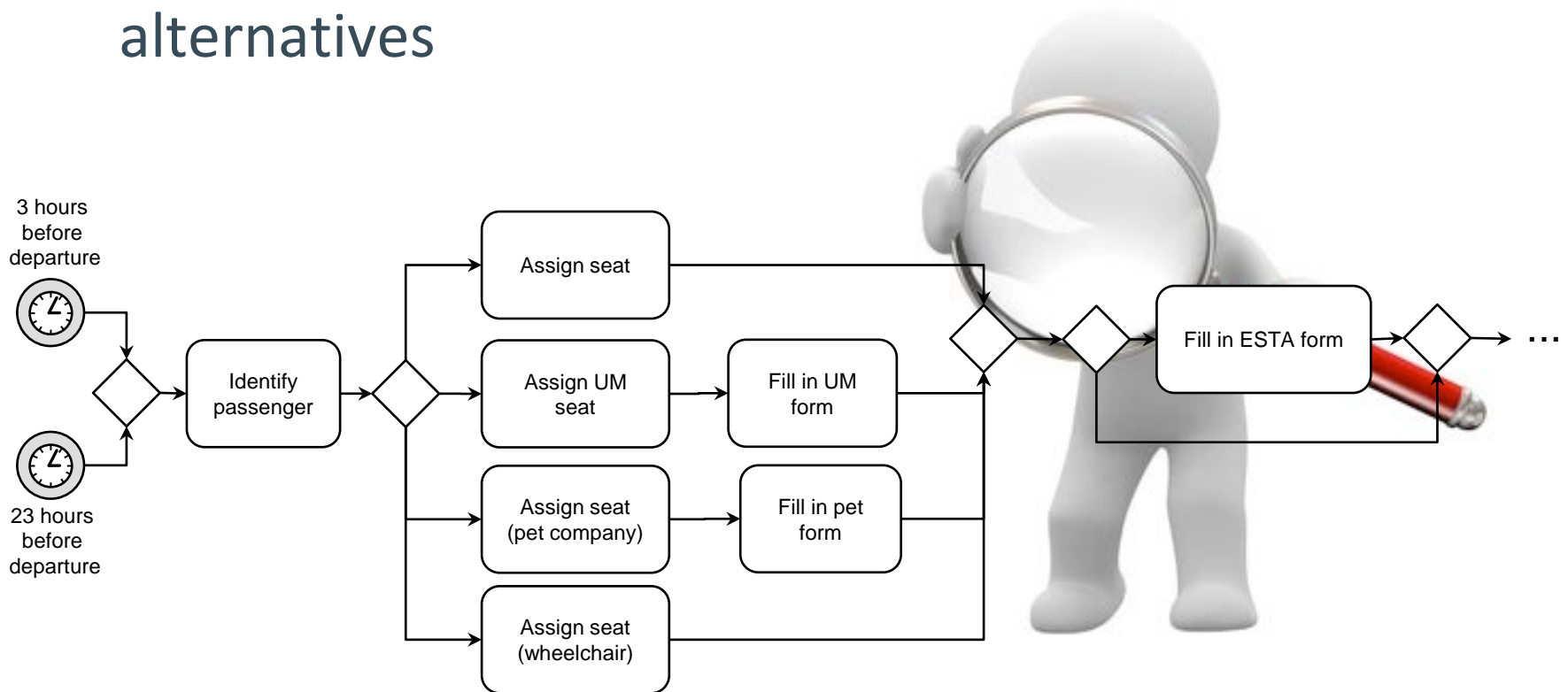
... for such purpose?

Limitations of Common BPMLs

Conditional Branching



- BPMLs could be used to represent process variant alternatives

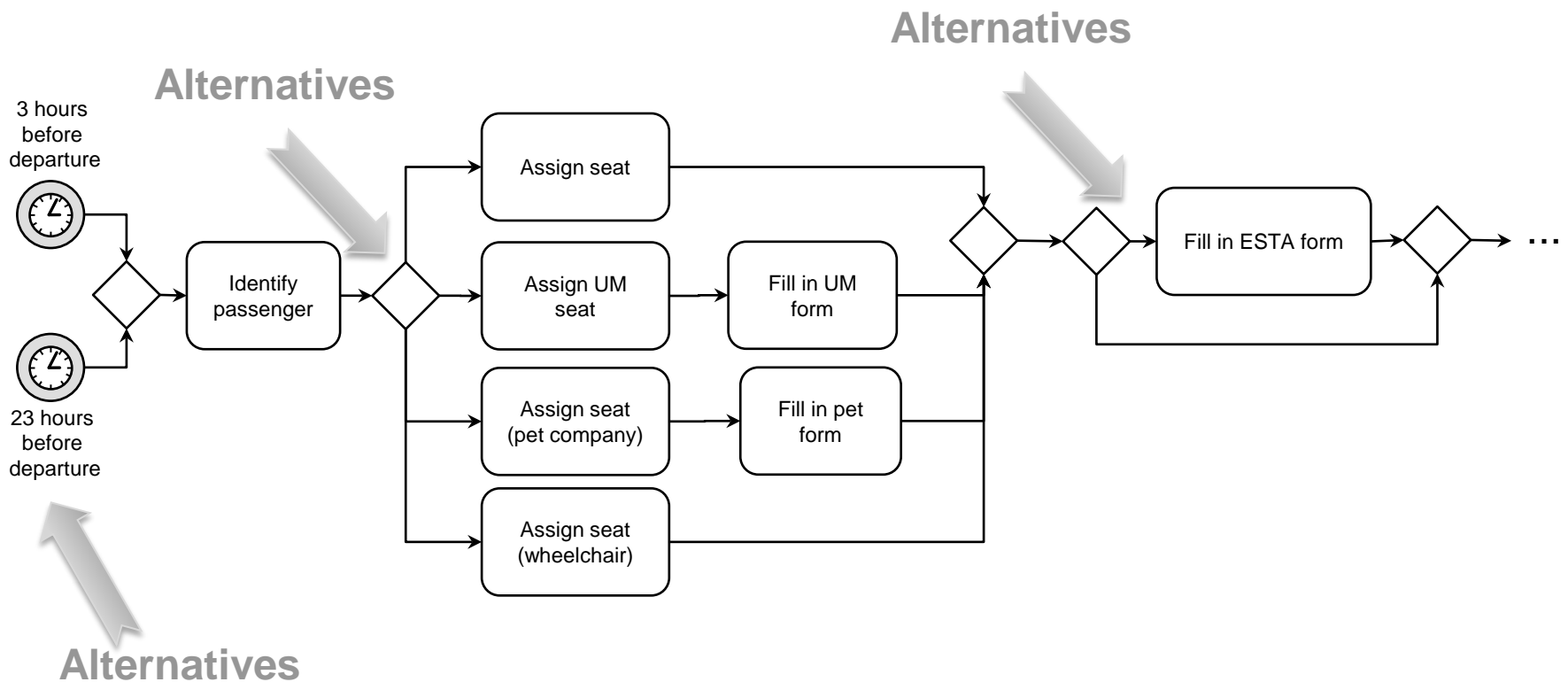


Limitations of Common BPMLs

Conditional Branching



- (+) Allows visualizing *all* alternatives in *one shoot*

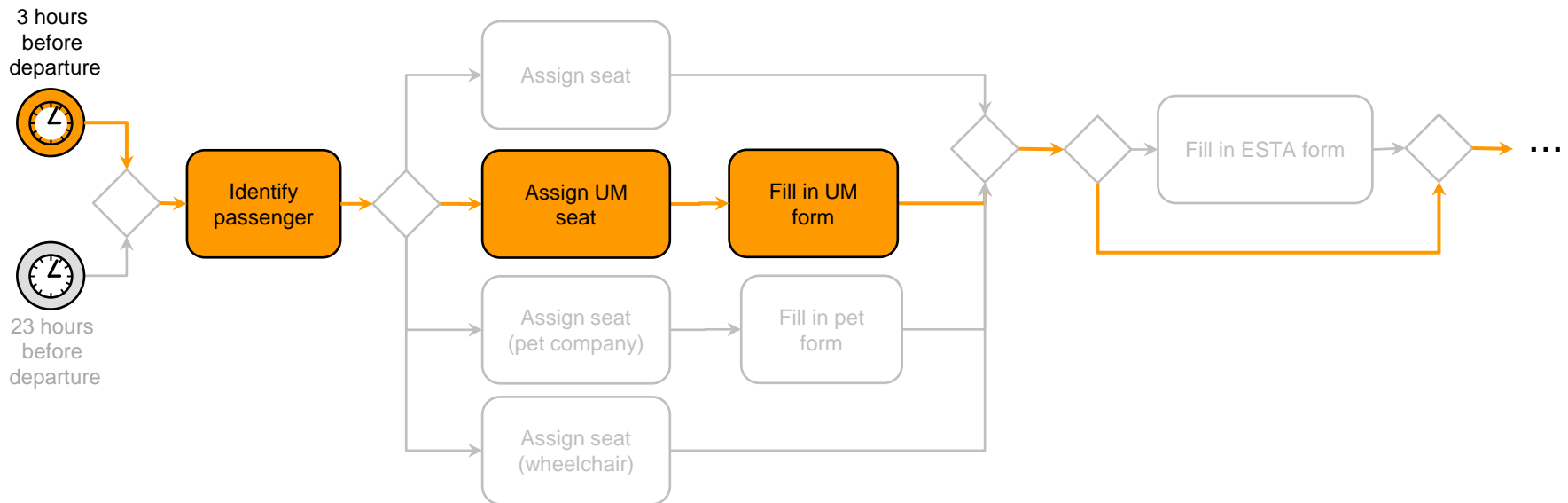


Limitations of Common BPMLs

Conditional Branching



- (-) Hinders identifying existing variants



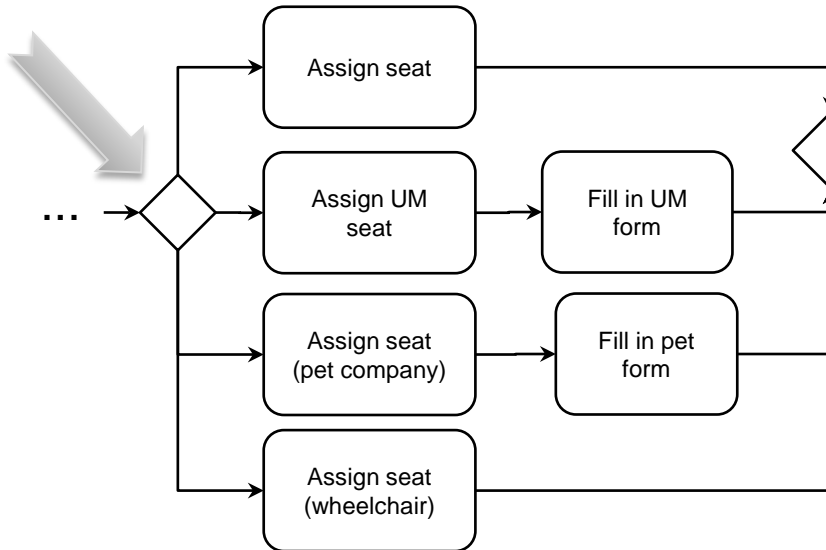
Limitations of Common BPMLs

Conditional Branching

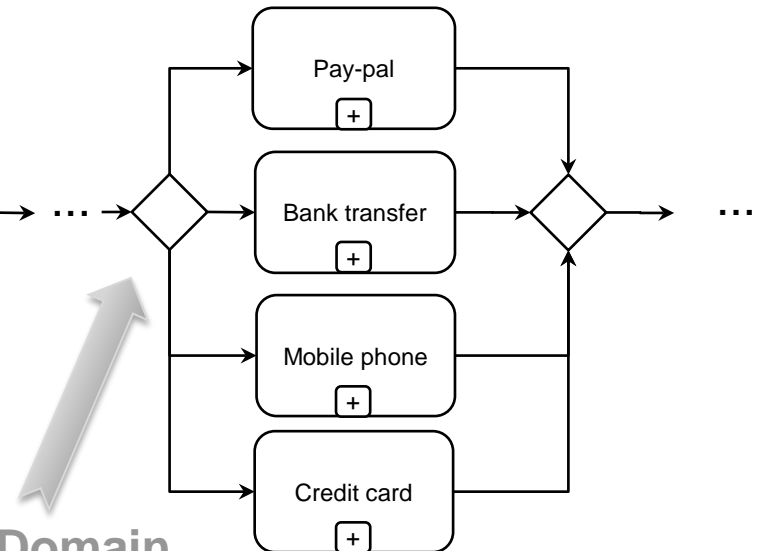


- (-) Hinders differentiating between *domain dependent* and *domain independent* conditional branching

Domain
dependent



Domain
independent



Limitations of Common BPMLs



Could we use...

- Conditional branching,
- **Separate process models**, or
- Sub-processes

... for such purpose?

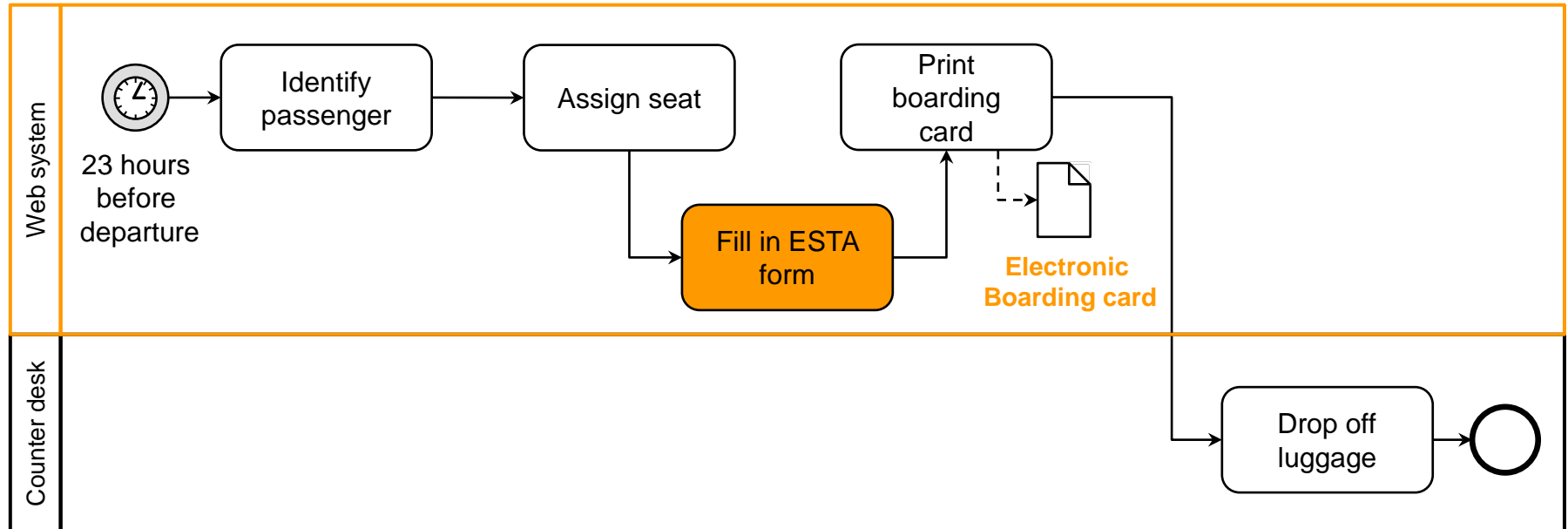
Limitations of Common BPMLs

Separate process models



- (+) Each process variant in a separate model

Variant 1:



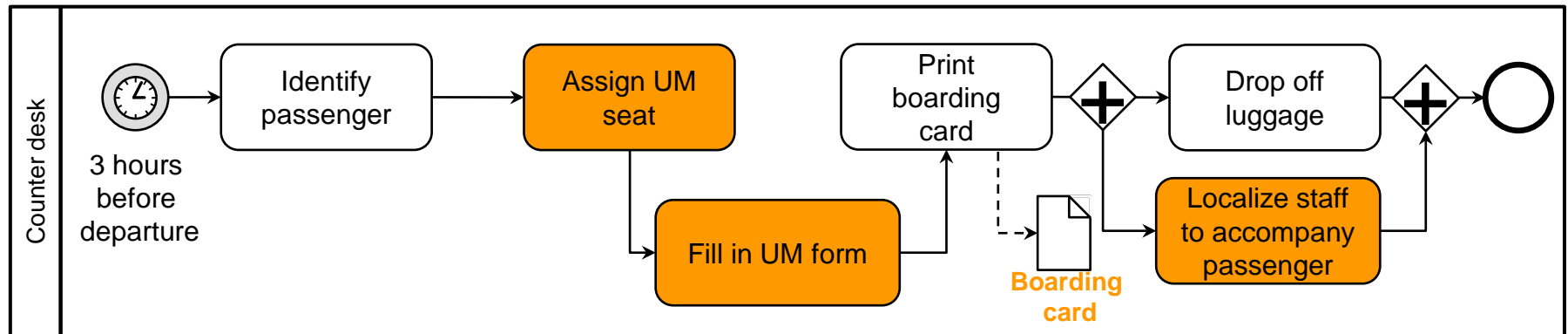
Limitations of Common BPMLs

Separate process models



- (+) Each process variant in a separate model

Variant 2:



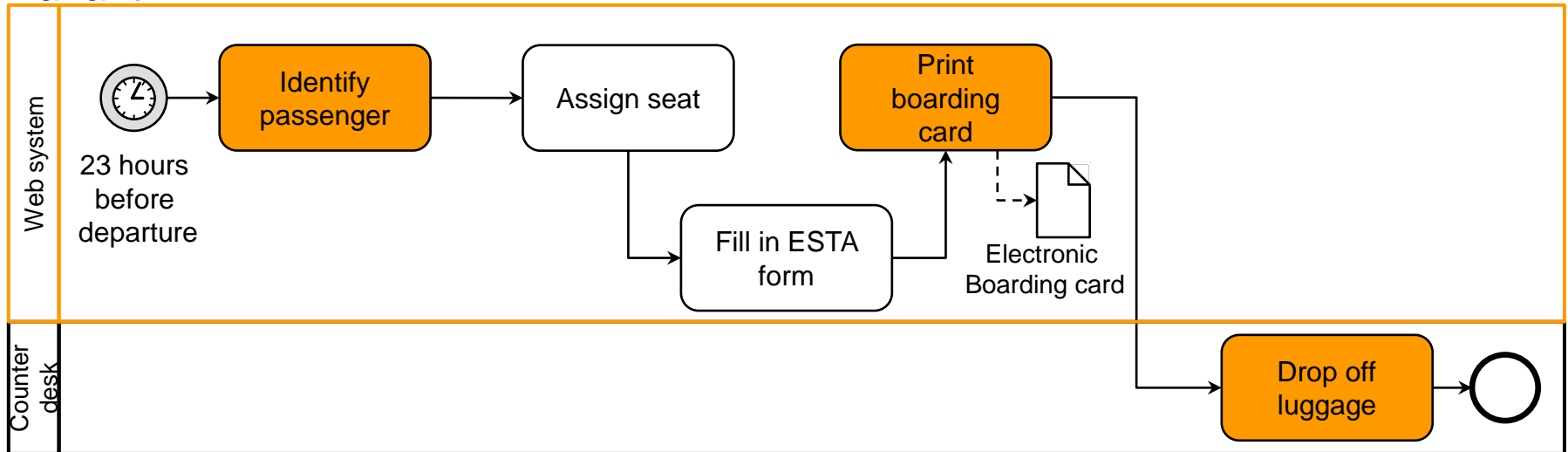
Limitations of Common BPMLs

Separate process models

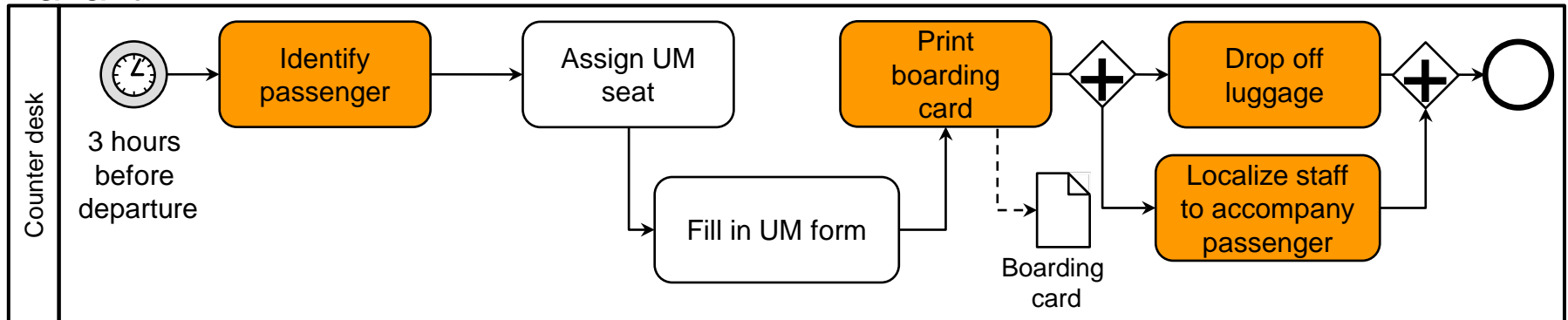


- Common fragments have to be replicated

Variant 1:



Variant 2:



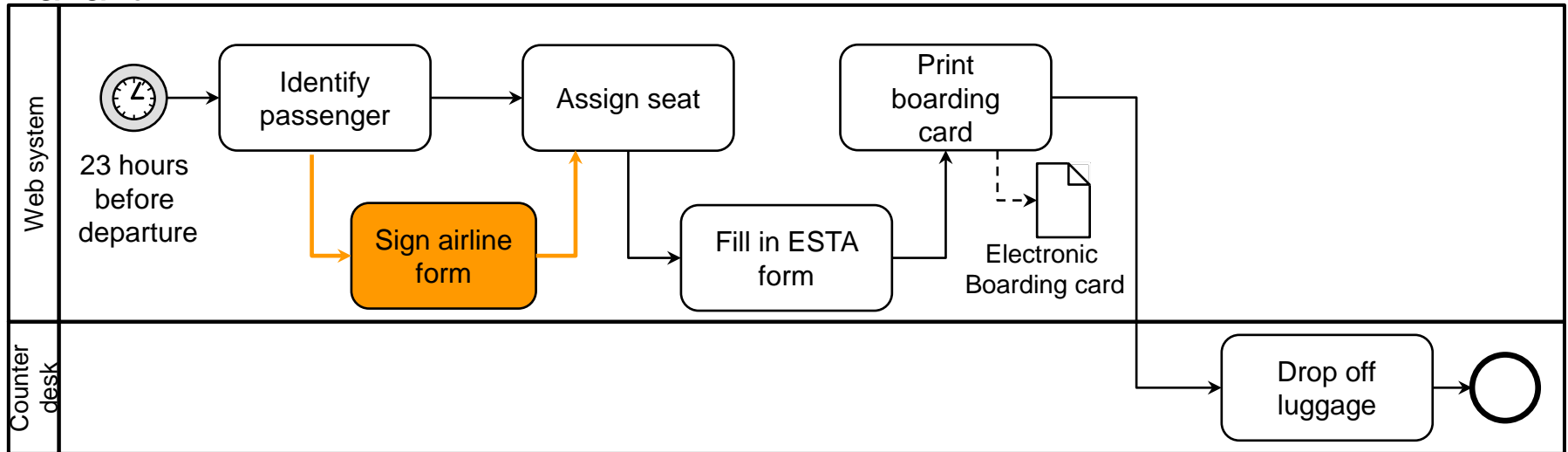
Limitations of Common BPMLs

Separate process models

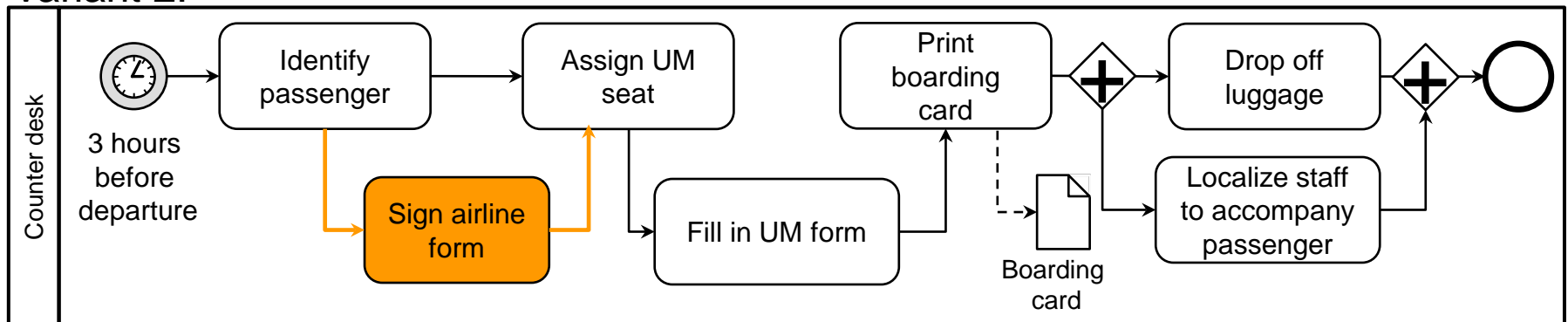


- (-) Changes need to be replicated in all variants

Variant 1:



Variant 2:



Limitations of Common BPMLs



Could we use...

- Conditional branching,
- Separate process models, or
- Sub-processes

... for such purpose?

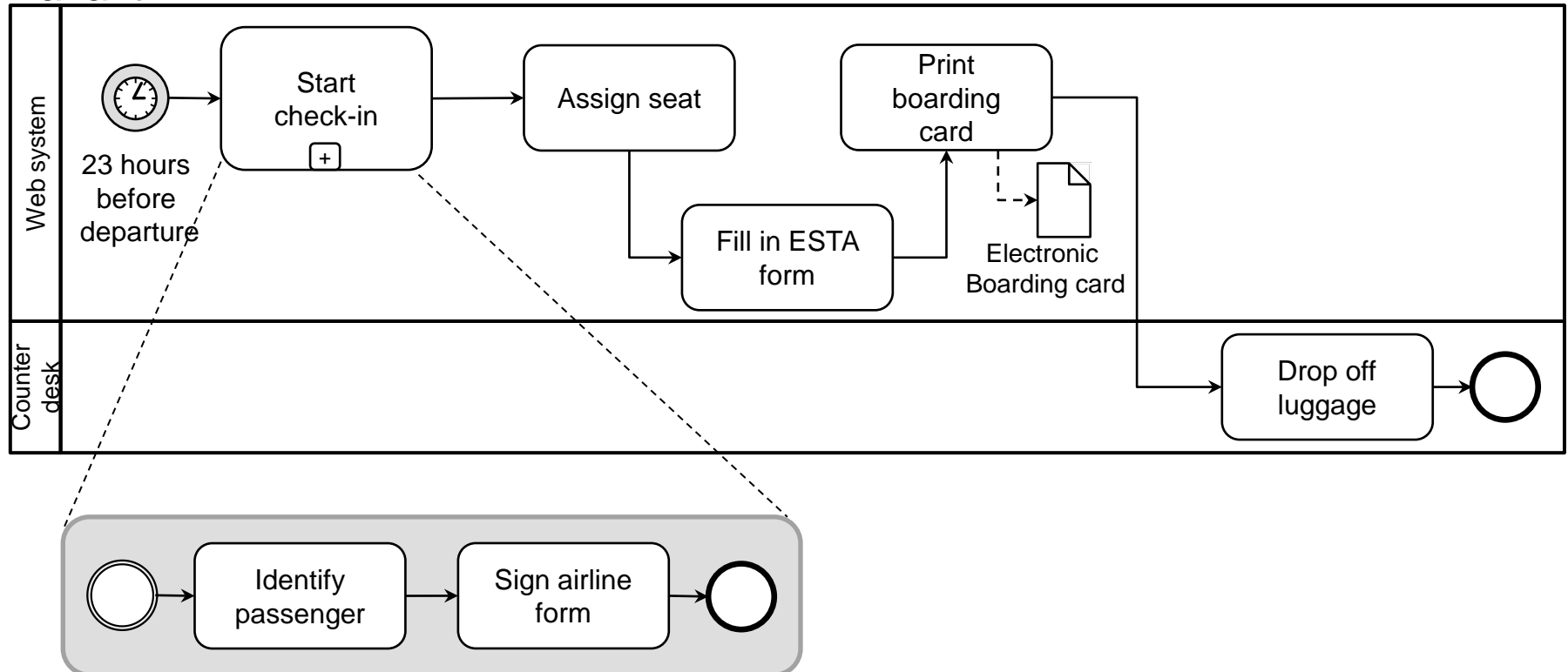
Limitations of Common BPMLs

Sub-processes



- (+) Promotes the reuse of common fragments
- (+) Allows reducing the size of the model

Variant 1:



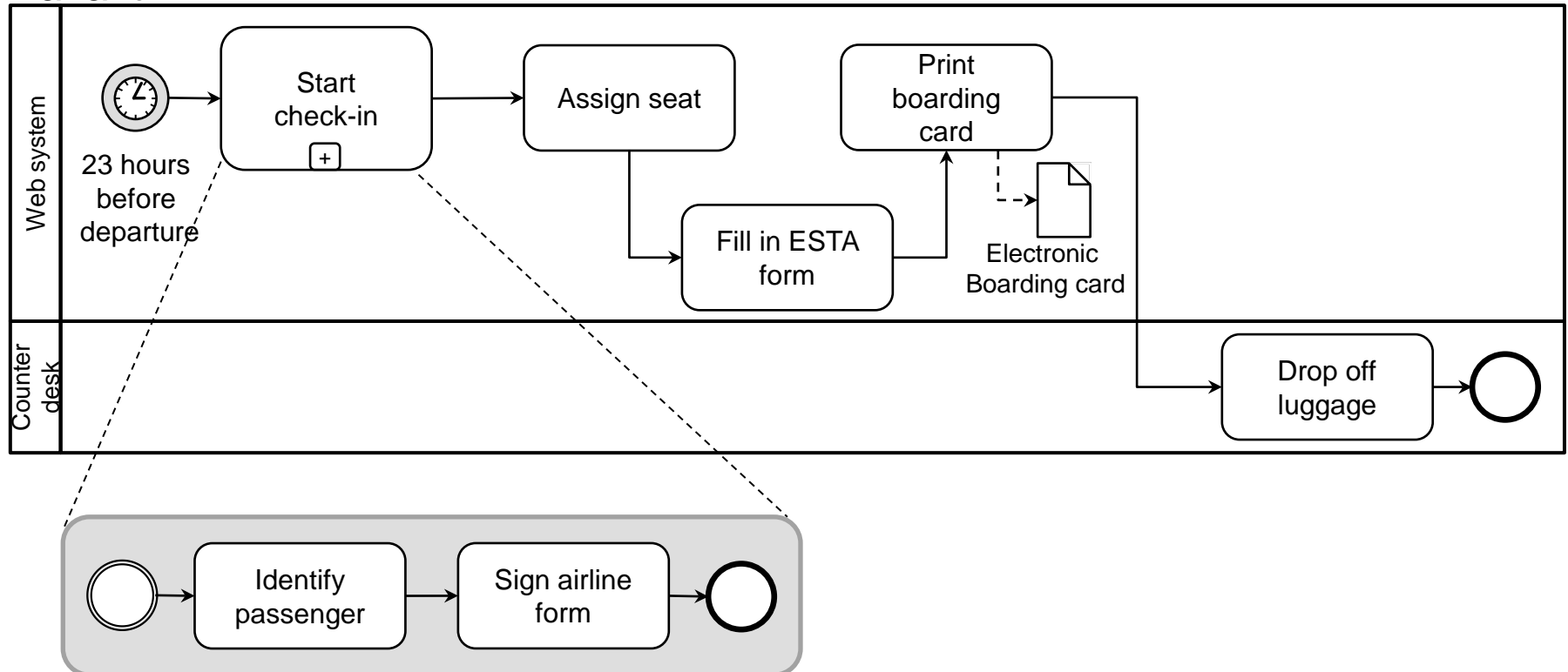
Limitations of Common BPMLs

Sub-processes



- (-) Variability related issues cannot be explicitly represented

Variant 1:



Limitations of Common BPMLs



Even though these techniques are supported by commercial **BPM tools**, they do **not enable** transparent and explicit **management** of **process variants**

Variability in other Domains



- Is there something out in other domains that can be used?

Variability in the SPL domain



- Software Product Line (SPL) Engineering
 - Put emphasis on Reusability and Flexibility by
 - Consolidating and capitalizing on commonality through the product line
 - Focusing on product variations
 - Objectives:
 - Create a collection of similar software systems from a shared set of software assets using a common means of production

Language requirements

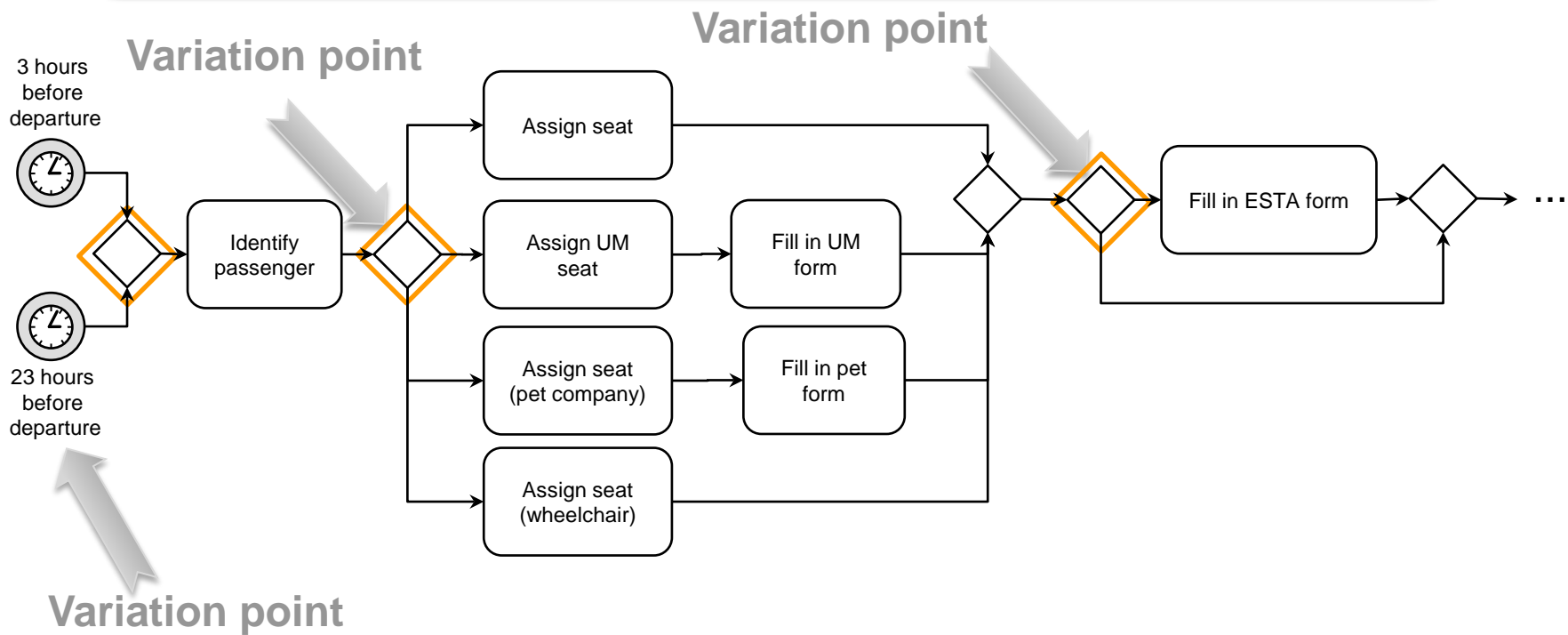


- Variation point
- Alternative process element
- Alternative process element context
- Alternative process element relationship
- Variation point resolution time



■ Variation point

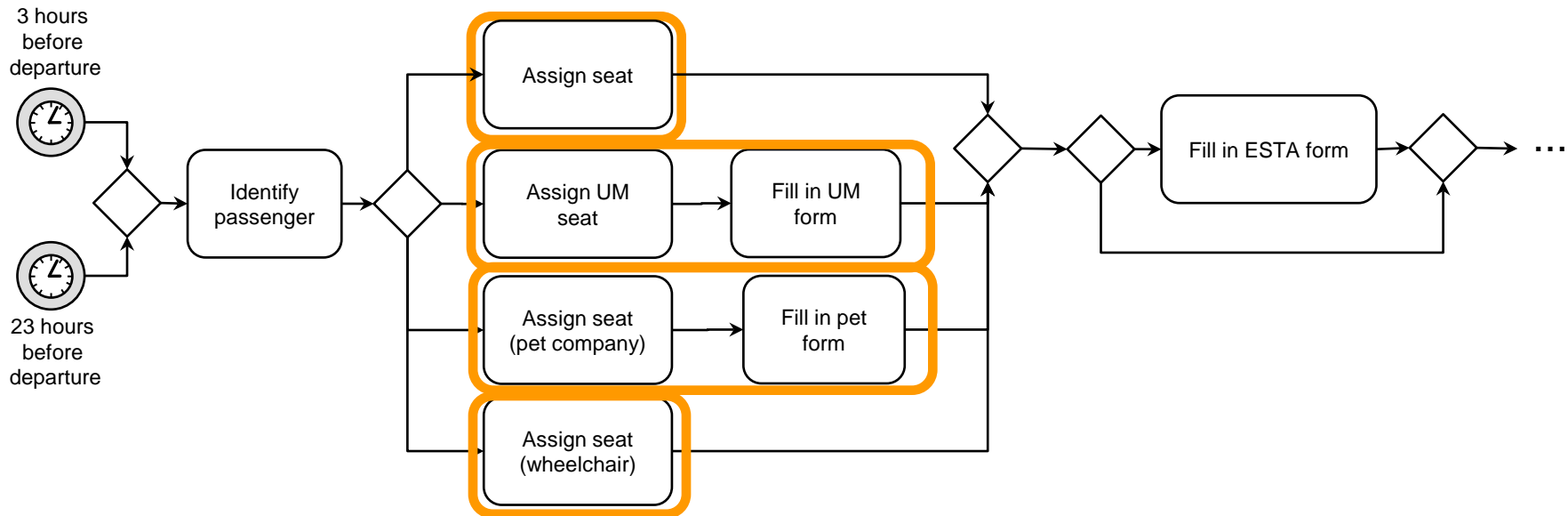
Precise position within a configurable process where different choices are possible depending on the current context or situation.





■ Alternative process element

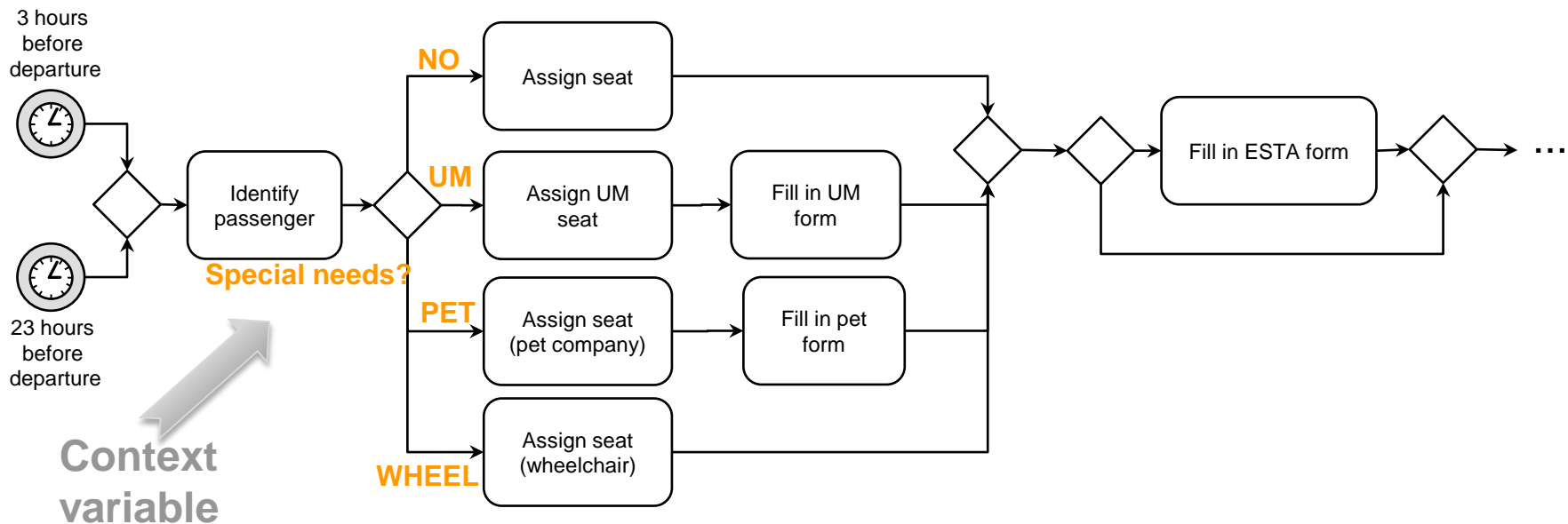
Particular option that may be instantiated at a specific *variation point* and may refer to any modelling element such as activities and their control flow, resources, data, events, or operations.





■ Alternative process element context

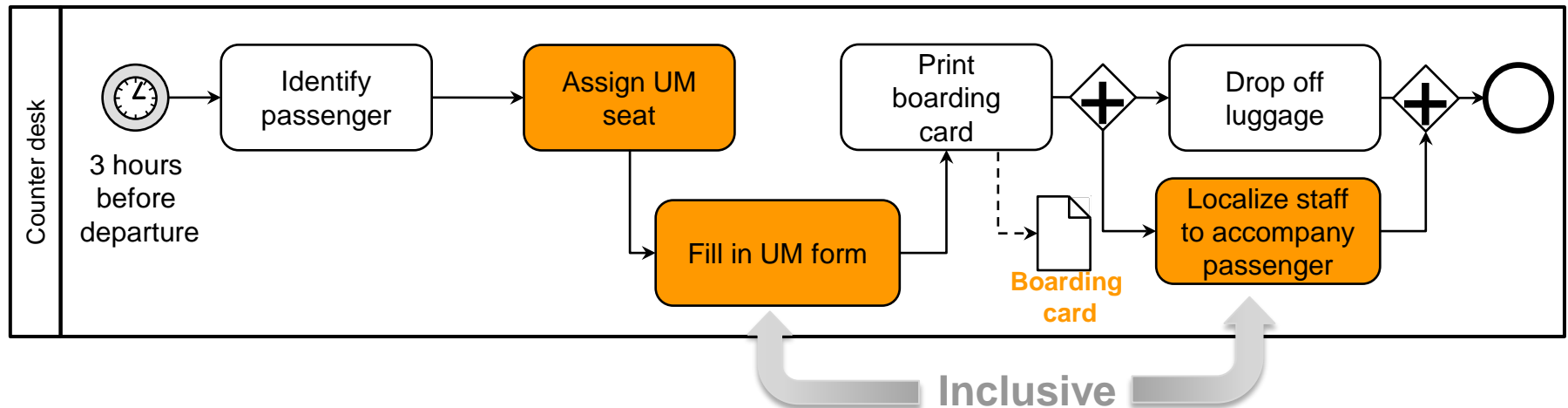
Subset of process variables whose values make a particular *alternative process element* to become instantiated for a *variation point*.





■ Alternative process element relationship

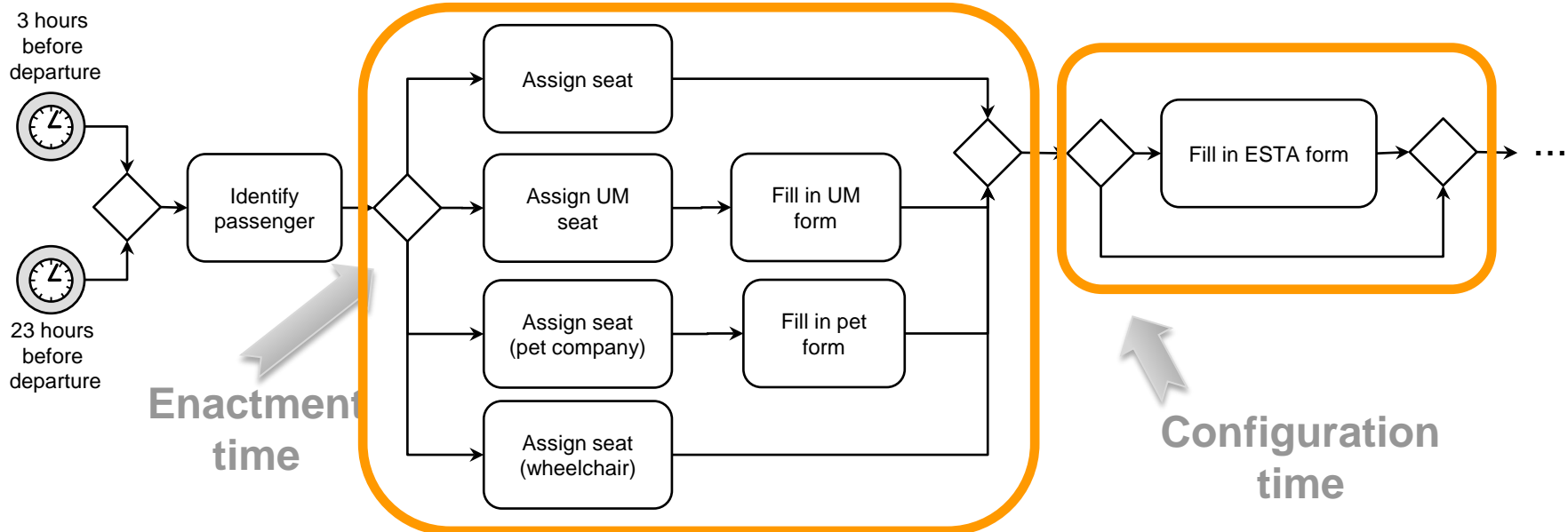
Constraint of use between two or more *alternative process elements*. These constraints are defined based on semantic relationships to ensure the proper use of the involved *alternative process elements* within a specific context.





■ Variation point resolution time

This requirement should allow modellers to distinguish between variation points whose resolution depends on the initial context (configuration time) or on the current context of a process instance (enactment time).



Representing BP Variability



- Two main approaches:
 - Behavioural-based approaches
 - Structural-based approaches

Representing BP Variability



- Two main approaches:
 - Behavioural-based approaches
 - Structural-based approaches

Representing BP Variability

Behavioural-based approaches



- Behavioural-based approaches
 - Single modelling artefact (Configurable process model)
 - Process variant derivation by removing parts from the configurable process model
 - Techniques for variant derivation:
 - Configurable nodes and configuration requirements and guidelines
 - Hiding and blocking
 - Proposals found in BPM literature
 - C-EPC/C-iEPC (Rosemann et al. 2007/La Rosa et al. 2008)
 - C-YAWL (Gottschalk et al. 2008)

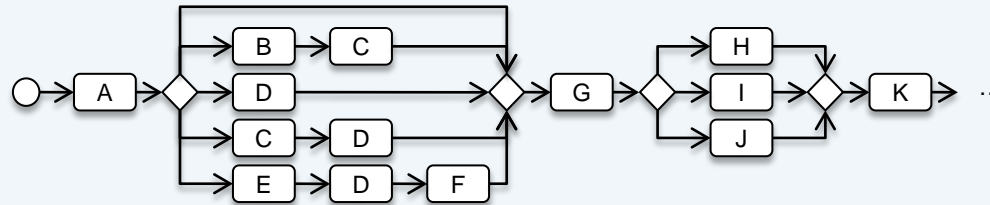
Representing BP Variability

Behavioural-based approaches



Process-Modeling

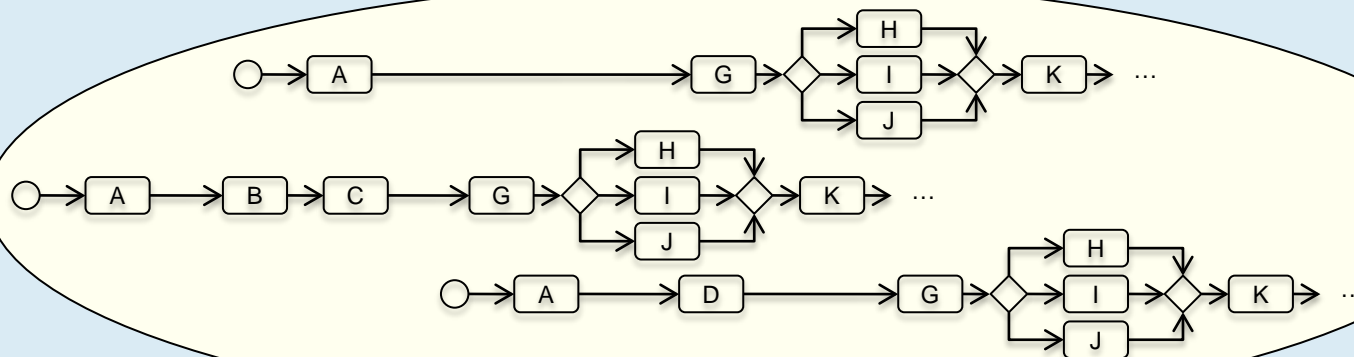
Configurable process model



Configuring configurable
process elements

Context

Process family



Configuration of Variants

Representing BP Variability

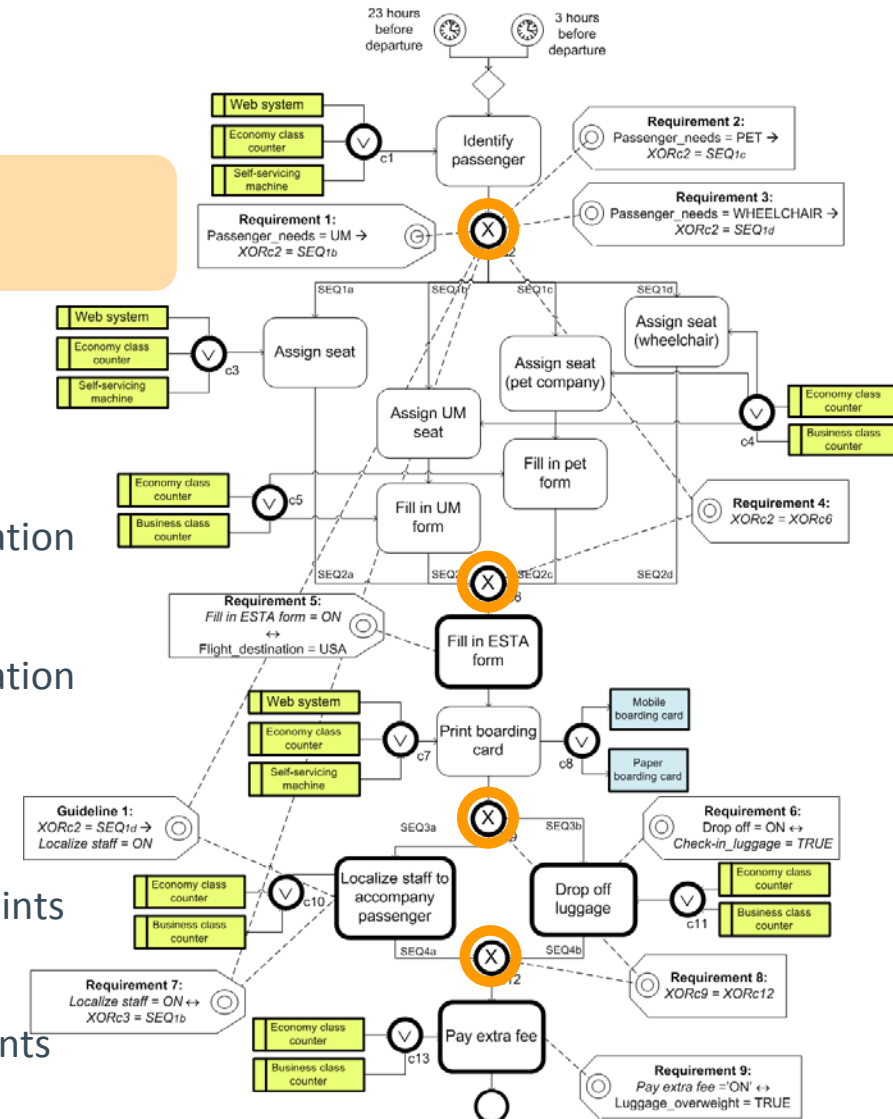
Behavioural-based approaches



■ C-iEPC

— Configurable nodes

- Connectors
 - Restrict their behaviour or SEQ
 - Functions
 - Configured as ON, OFF, or OPT
 - Objects
 - 2 Dim: Optionality and specialization
 - Roles
 - 2 Dim: Optionality and specialization
- #### — Configuration...
- Requirements
 - State hard configuration constraints
 - Guidelines
 - State soft configuration constraints



Representing BP Variability

Behavioural-based approaches



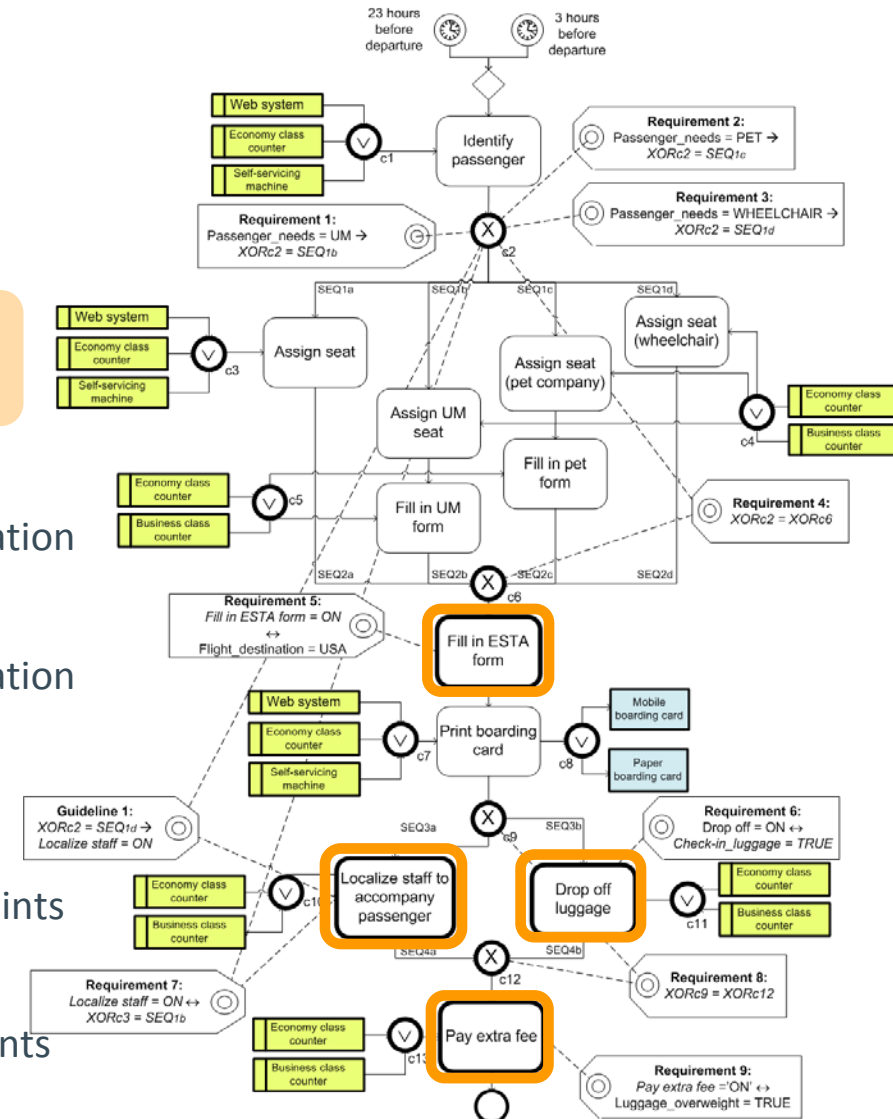
■ C-iEPC

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Representing BP Variability

Behavioural-based approaches



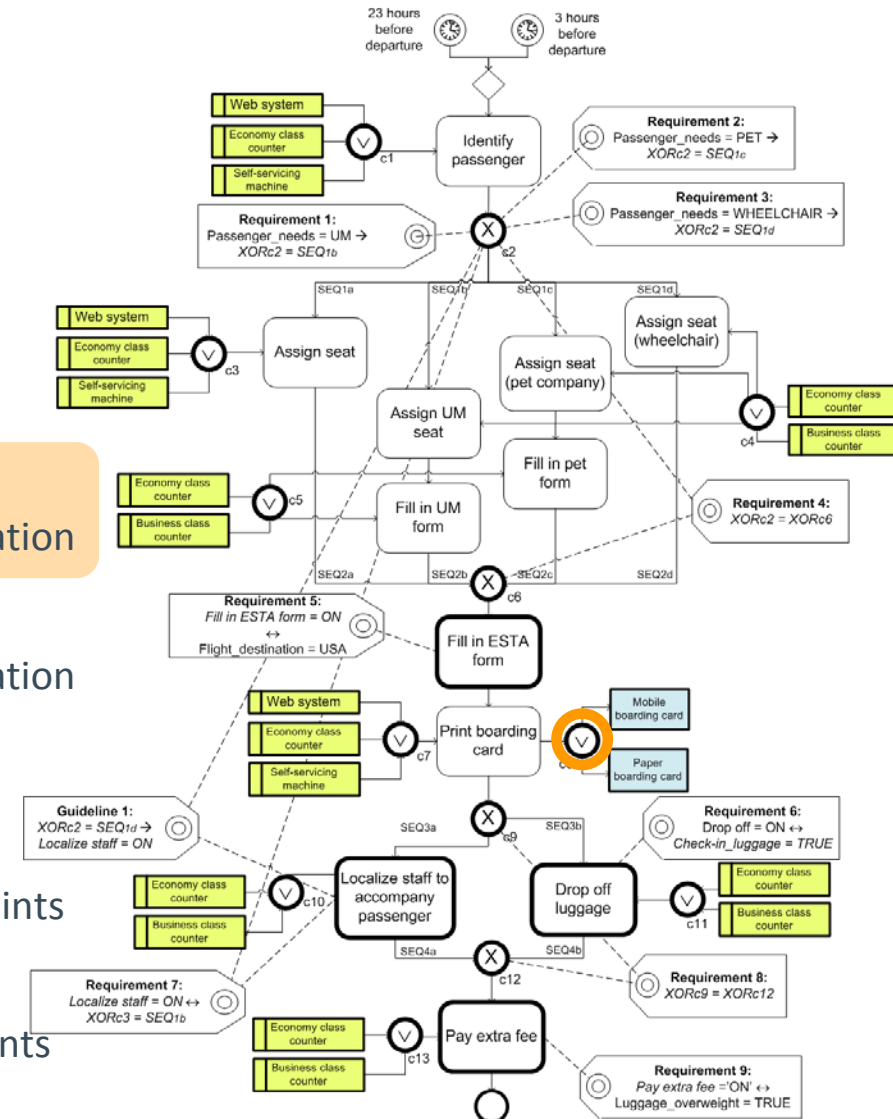
■ C-iEPC

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Representing BP Variability

Behavioural-based approaches



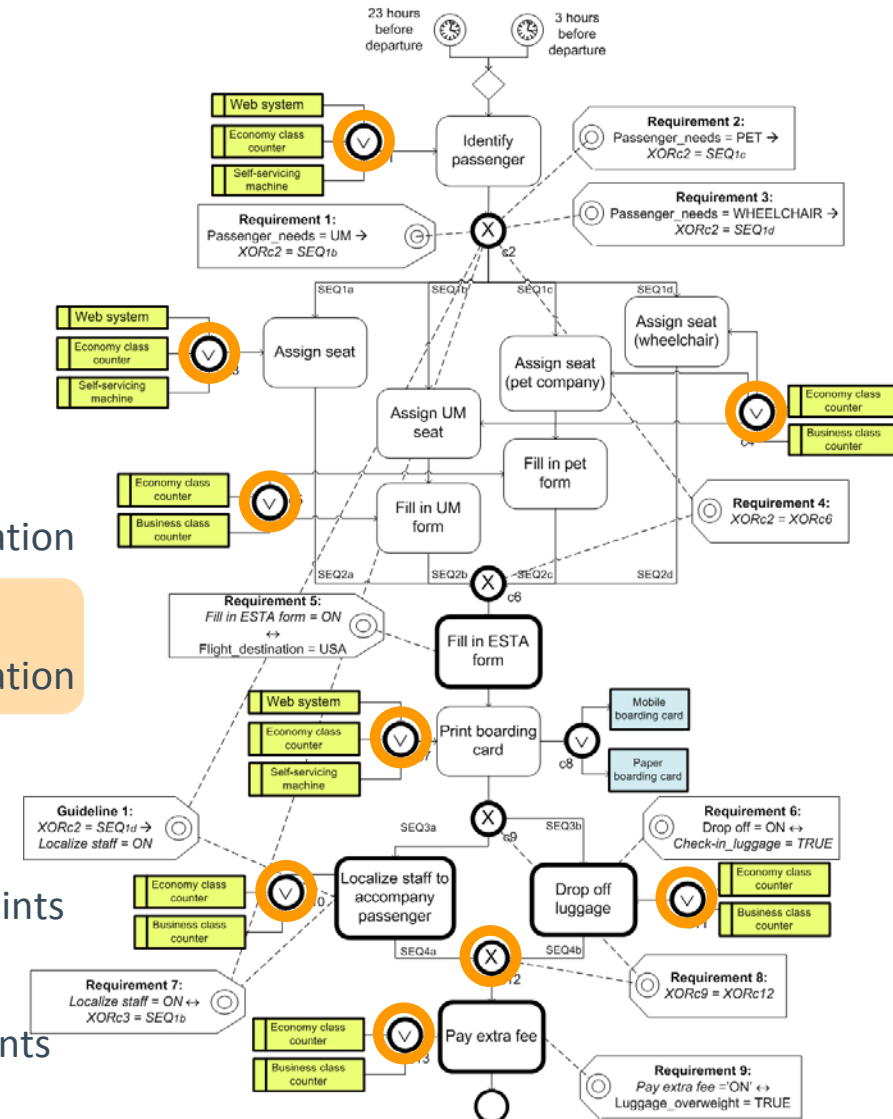
■ C-iEPC

— Configurable nodes

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Representing BP Variability

Behavioural-based approaches



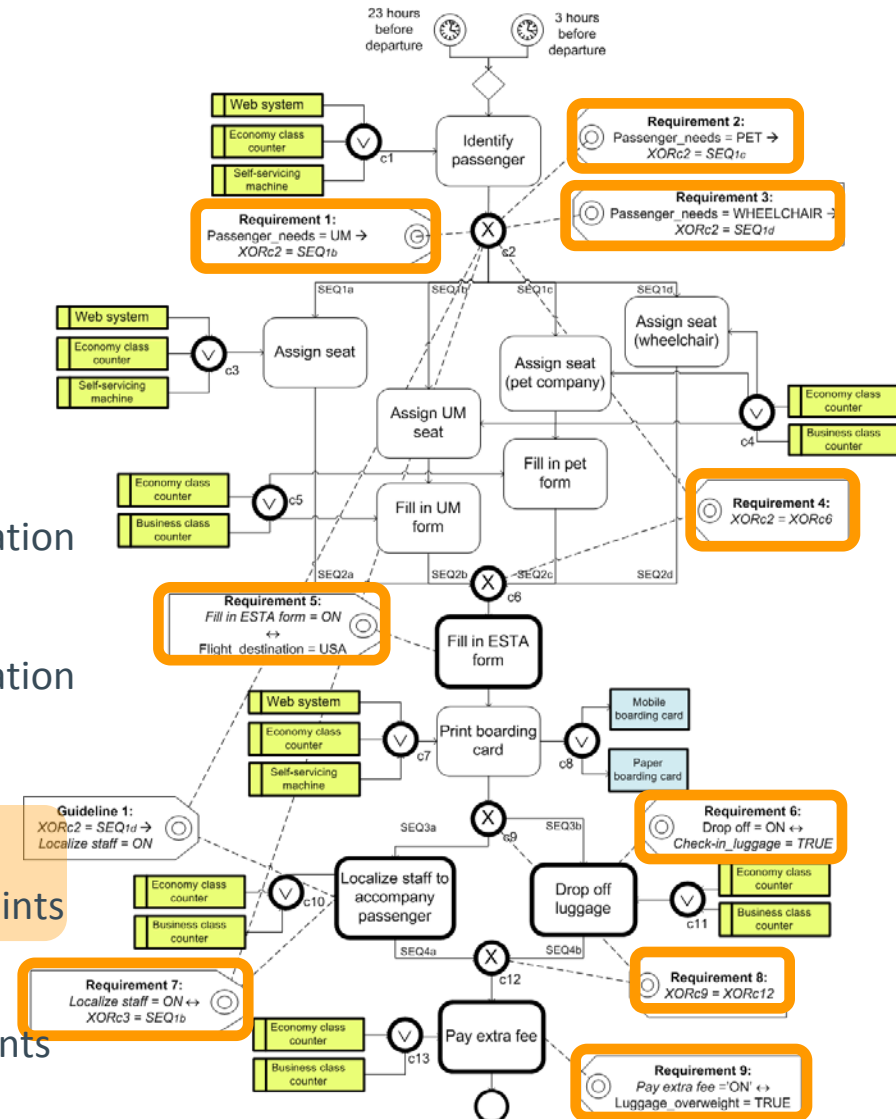
■ C-iEPC

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Representing BP Variability

Behavioural-based approaches



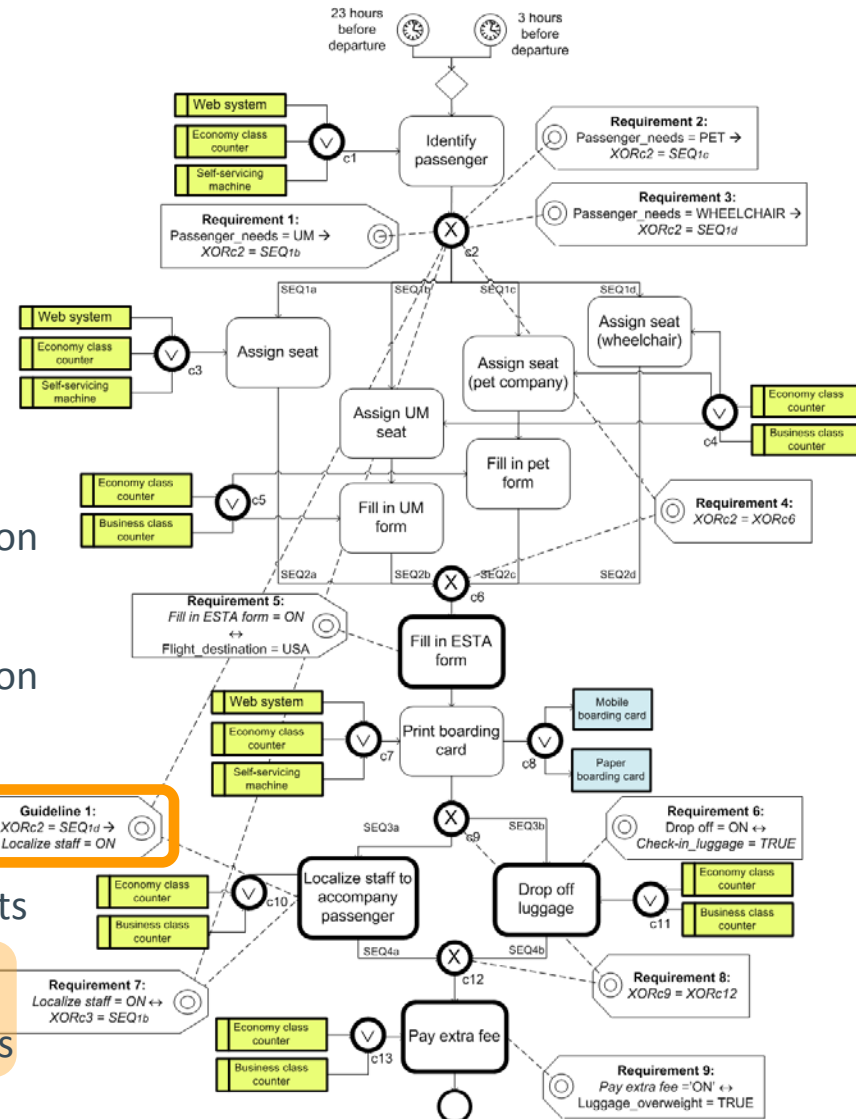
■ C-iEPC

— Configurable nodes

- Connectors
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- Requirements
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- Guidelines
 - State soft configuration constraints

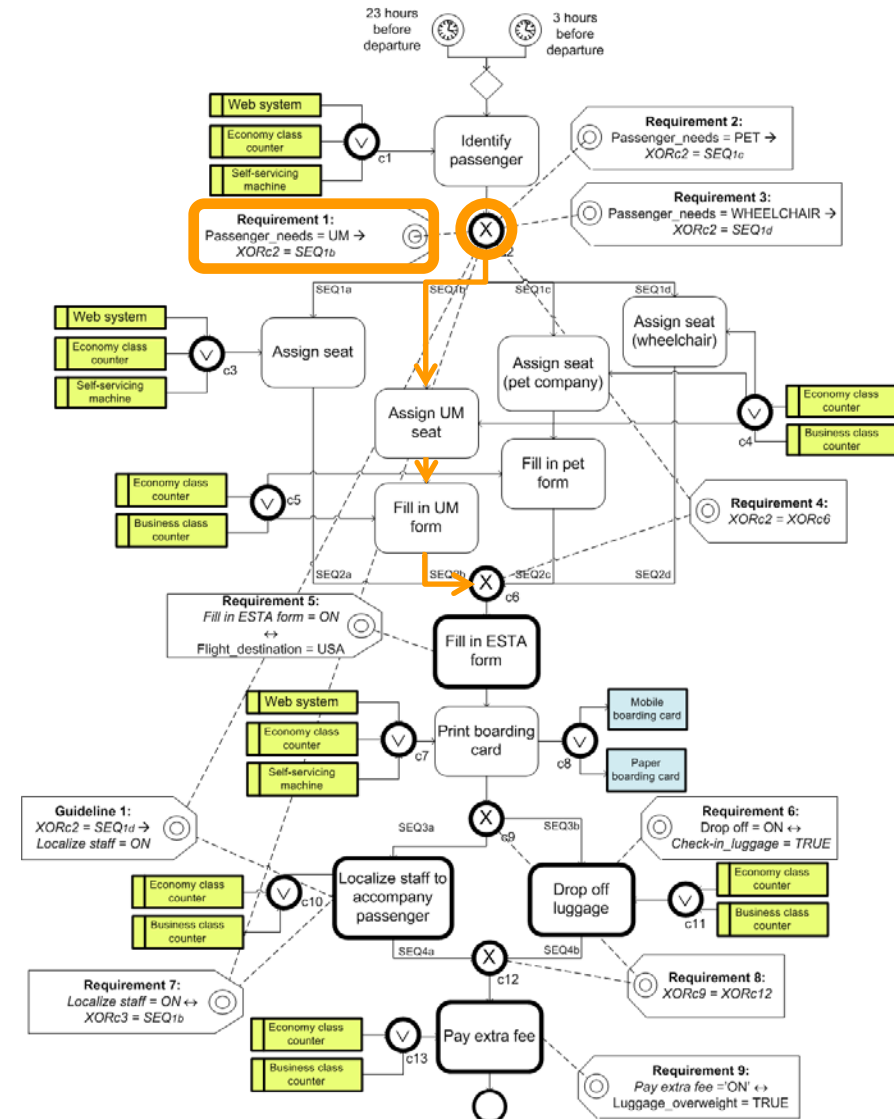


Understandability Task

Process Variant Extraction



- C-iEPC
 - Let's derive the variant where:
 - Unaccompanied Minor (UM)
 - Check-in luggage
 - No luggage overweight



Understandability Task

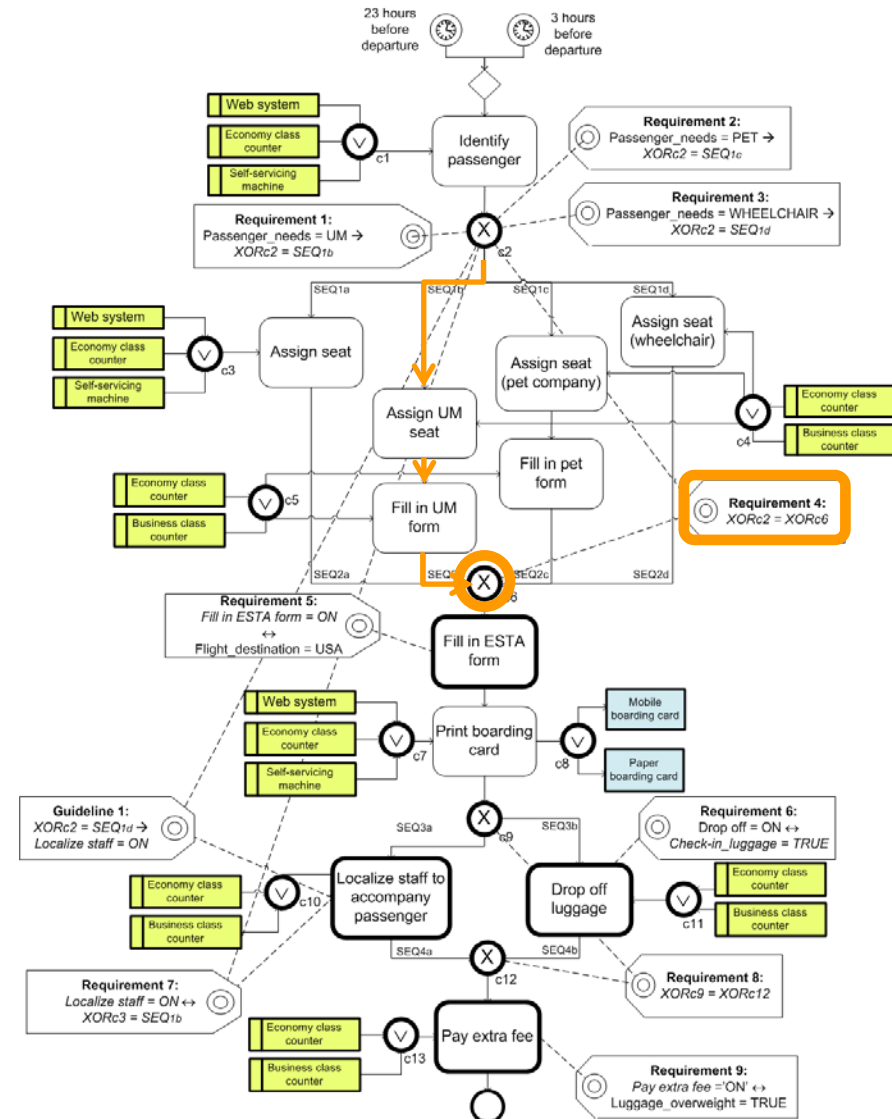
Process Variant Extraction



■ C-iEPC

• Connectors

- XORc2 = SEQ1b
- XORc6 = SEQ2b



Understandability Task

Process Variant Extraction



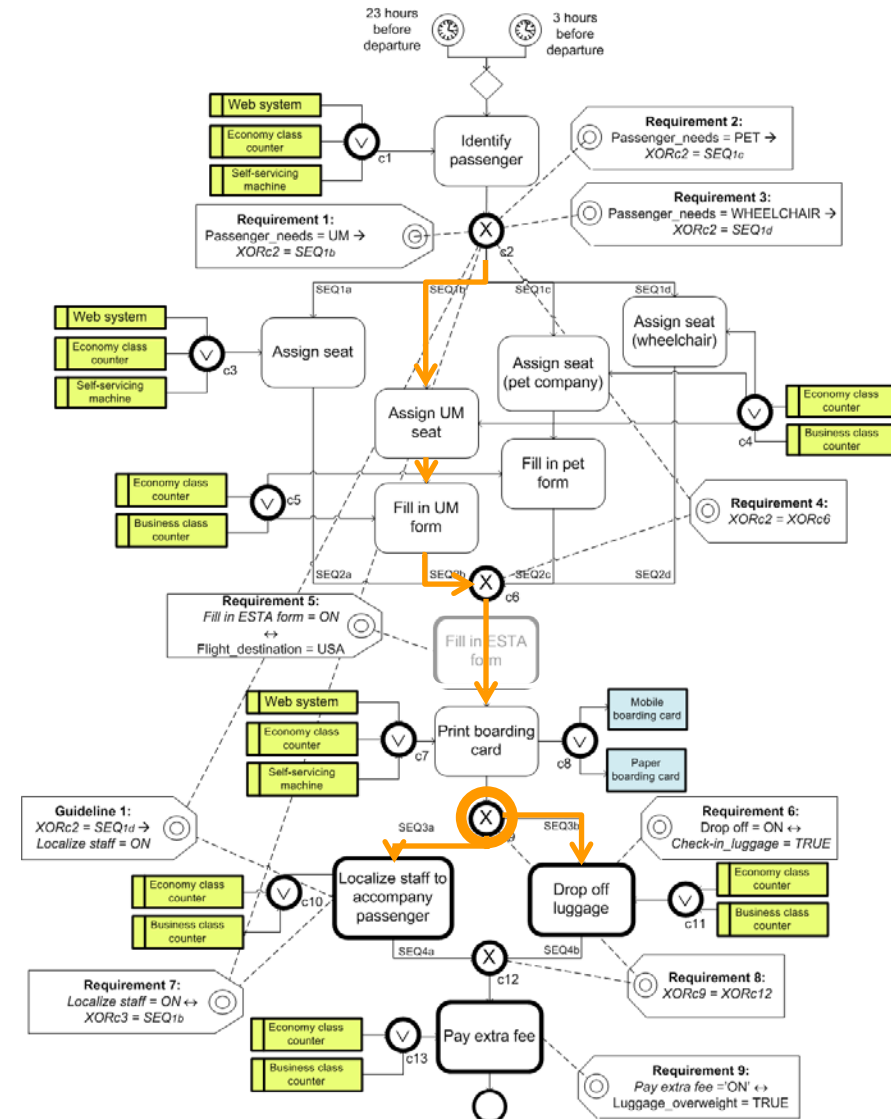
■ C-iEPC

• Connectors

- XORc2 = SEQ1b
- XORc6 = SEQ2b
- XORc9 = OR

• Functions

- Fill in ESTA form = OFF



Understandability Task

Process Variant Extraction



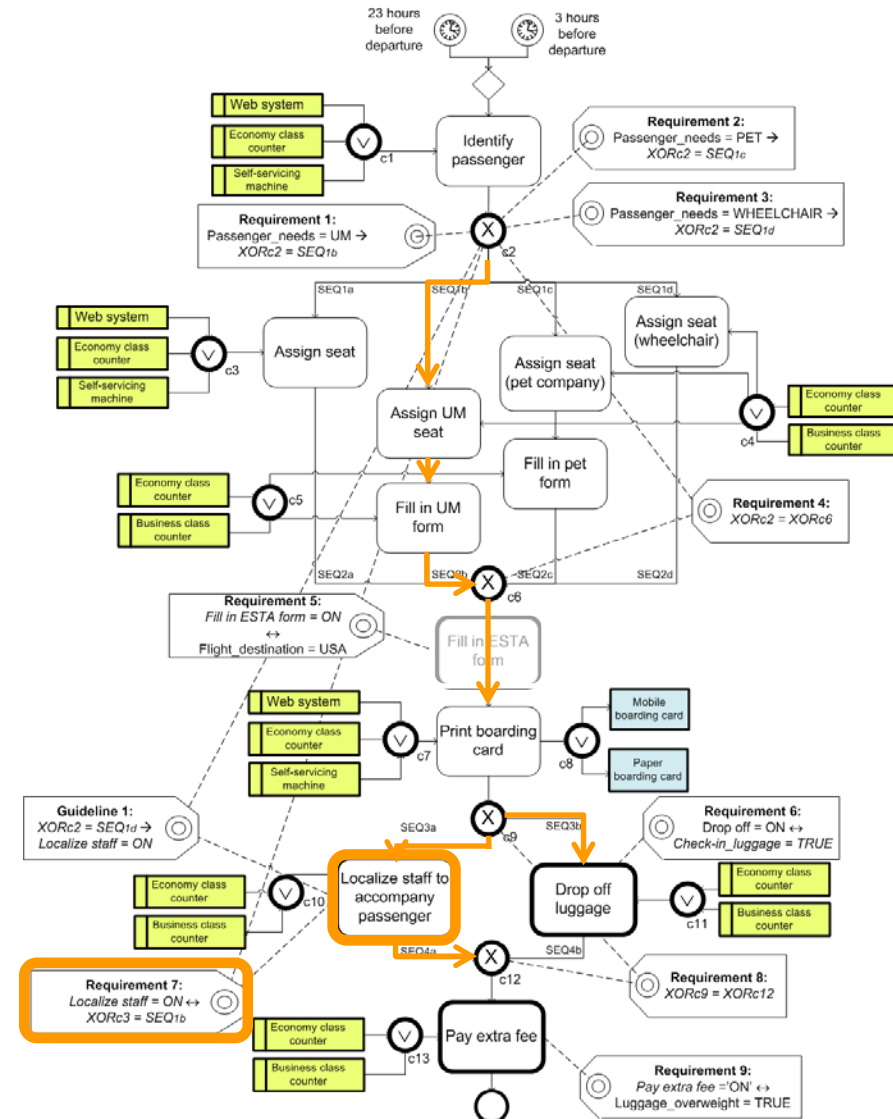
■ C-iEPC

• Connectors

- XORc2 = SEQ1b
- XORc6 = SEQ2b
- XORc9 = OR

• Functions

- Fill in ESTA form = OFF
- Localize staff = ON



Understandability Task

Process Variant Extraction



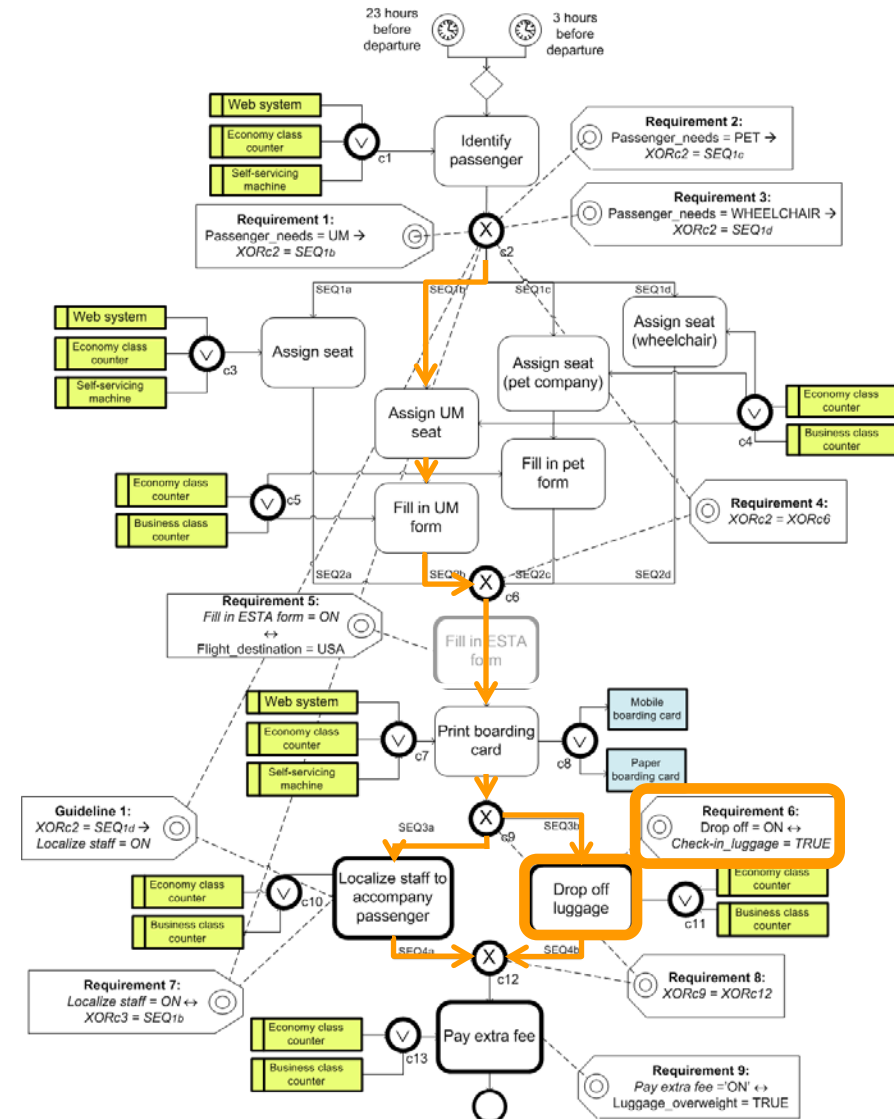
■ C-iEPC

• Connectors

- XORc2 = SEQ1b
- XORc6 = SEQ2b
- XORc9 = OR

• Functions

- Fill in ESTA form = OFF
- Localize staff = ON
- Drop off lugg. = ON



Understandability Task

Process Variant Extraction



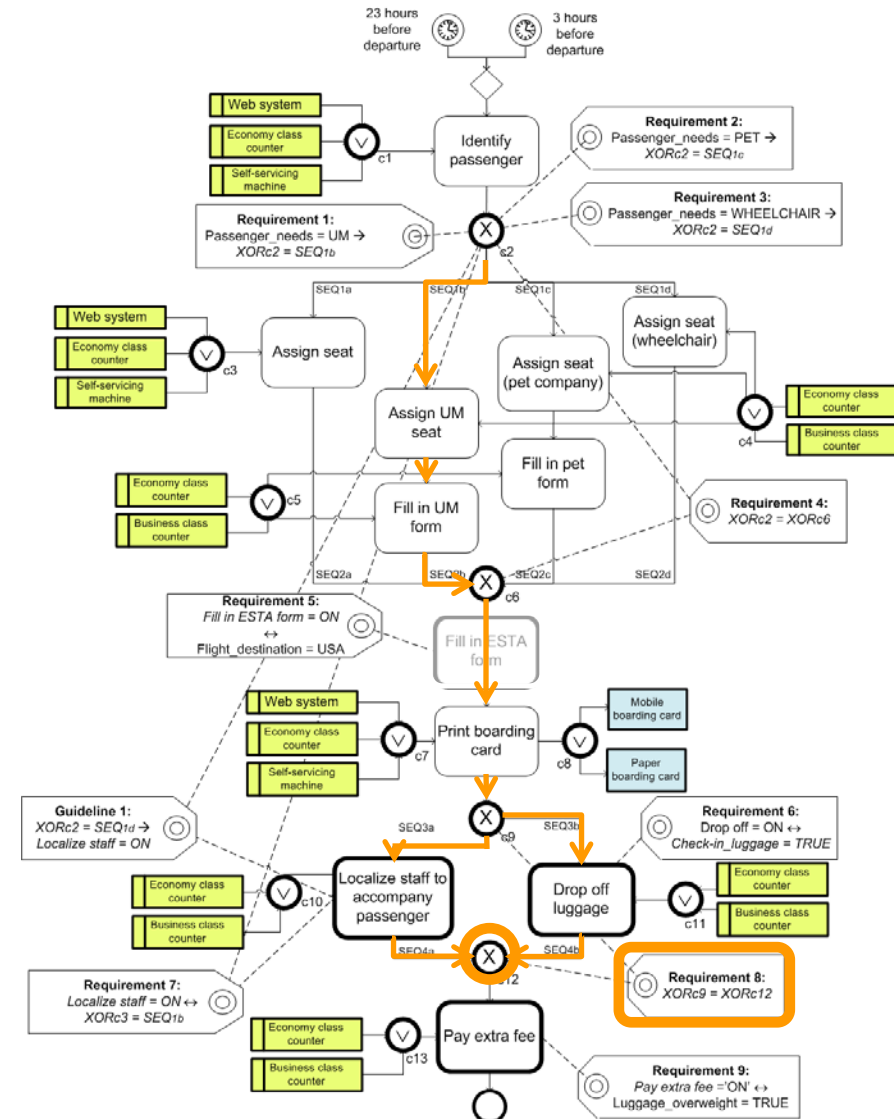
■ C-iEPC

• Connectors

- XORc2 = SEQ1b
- XORc6 = SEQ2b
- XORc9 = OR
- XORc12 = OR

• Functions

- Fill in ESTA form = OFF
- Localize staff = ON
- Drop off lugg. = ON



Understandability Task

Process Variant Extraction



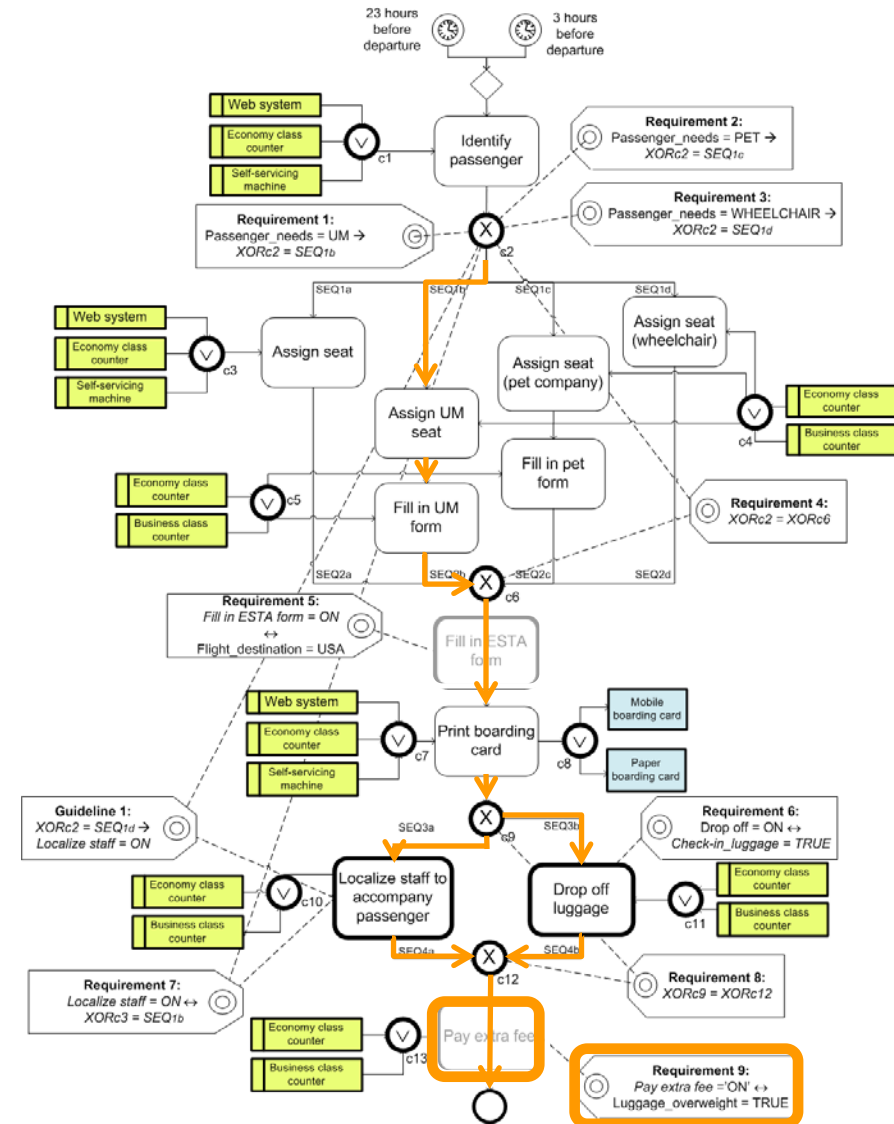
■ C-iEPC

• Connectors

- XORc2 = SEQ1b
- XORc6 = SEQ2b
- XORc9 = OR
- XORc12 = OR

• Functions

- Fill in ESTA form = OFF
- Localize staff = ON
- Drop off lugg. = ON
- Pay extra fee = OFF



Understandability Task

Process Variant Extraction



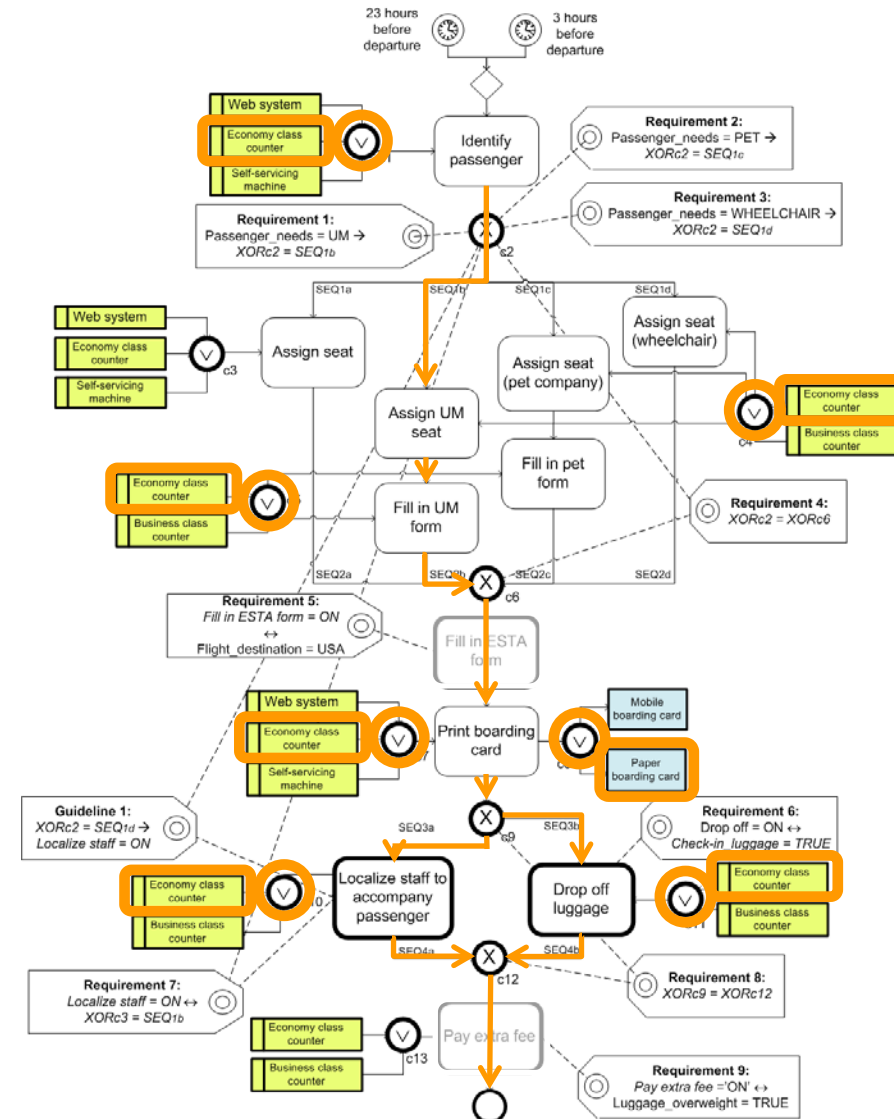
■ C-iEPC

• Roles

- c1 = Economy class counter
- c4 = Economy class counter
- c5 = Economy class counter
- c7 = Economy class counter
- c10 = Economy class counter
- c11 = Economy class counter

• Objects

- C8 = Paper boarding card

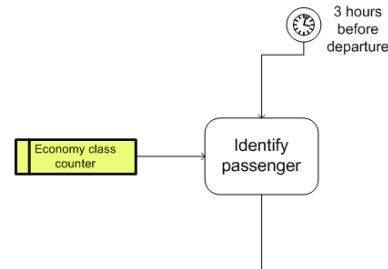


Understandability Task

Process Variant Extraction



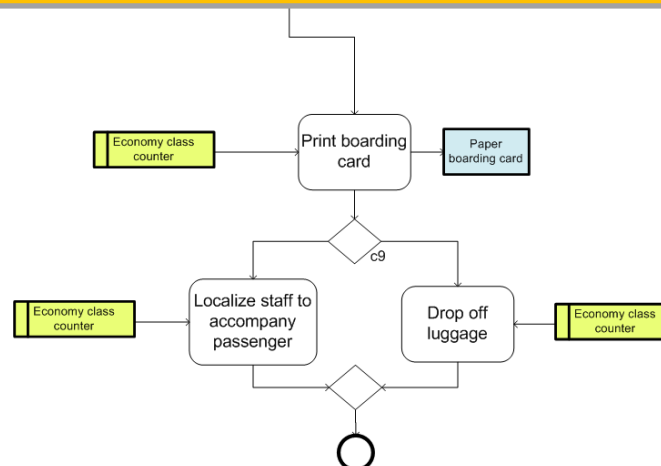
■ C-iEPC



Mental process followed in C-EPC:



1. Inspect all configurable nodes
2. Evaluate the associated requirements
3. Configure configurable nodes accordingly



Process Variant Extraction Task

Cognitive discussion



■ C-iEPC

— Cognitive discussion

- 3 basic operations:

- Locating elements

- » Easy to perform thanks to their visual differences

- Evaluating Boolean expressions

- » Can be pretty challenging depending on the complexity of the expression

- » Some evaluations depend on previous decisions

- Adapting the model accordingly

- » Elements have to be mentally removed

⇒ Complexity depends on how many requirements have to be analyzed

Representing BP Variability



- Two main approaches:
 - Behavioural-based approaches
 - Structural-based approaches

Representing BP Variability

Structural-based approaches



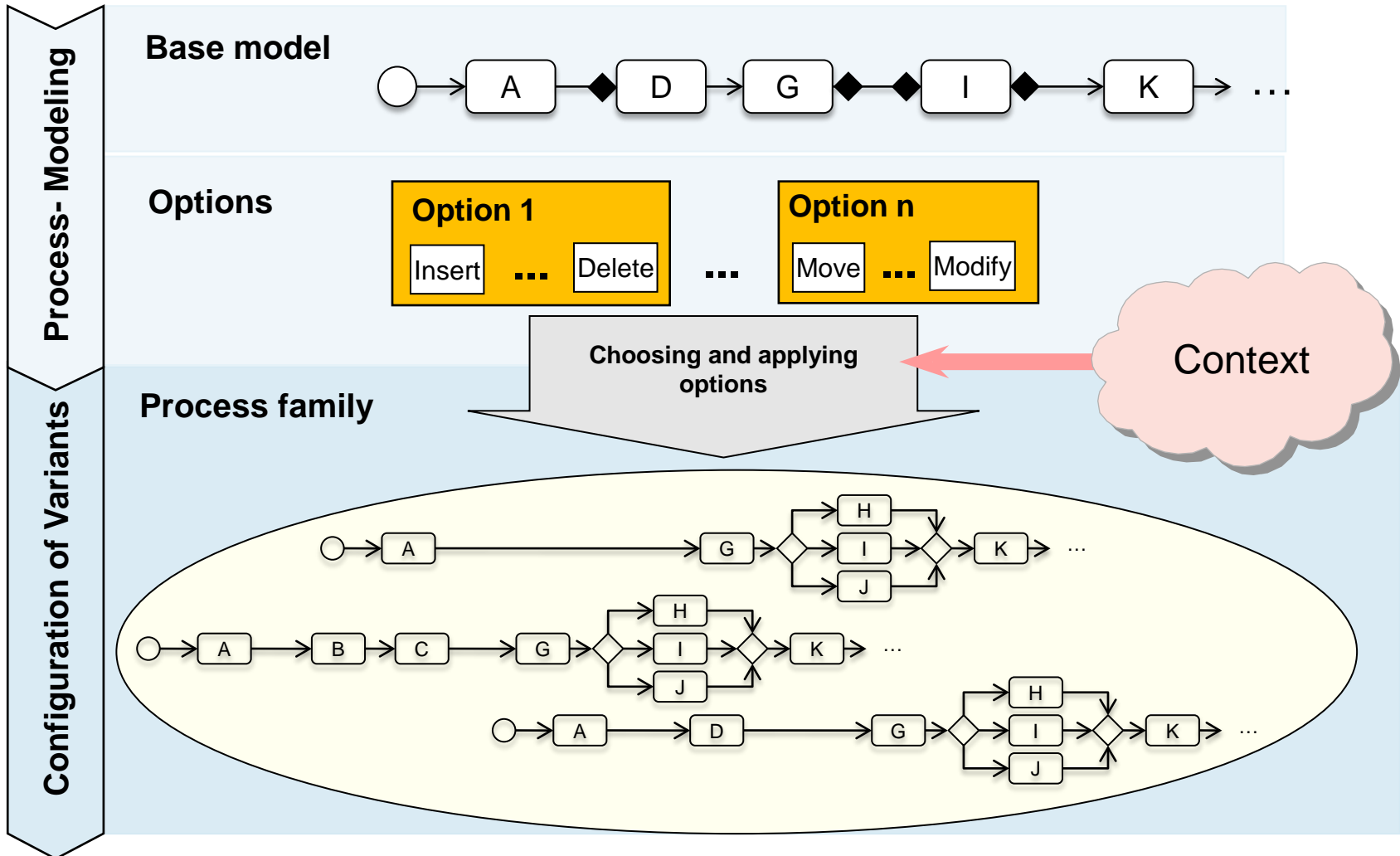
- Structural-based approaches
 - Several modelling artefacts
 - Base model
 - Change operations
 - Process variant derivation through the application of change operation to the base model
 - Proposals found in BPM literature
 - Provop (Hallerbach et al. 2010)
 - Rule representation and processing (Kumar and Wen 2012)

Representing BP Variability

Structural-based approaches



■ Provop



Representing BP Variability

Structural-based approaches

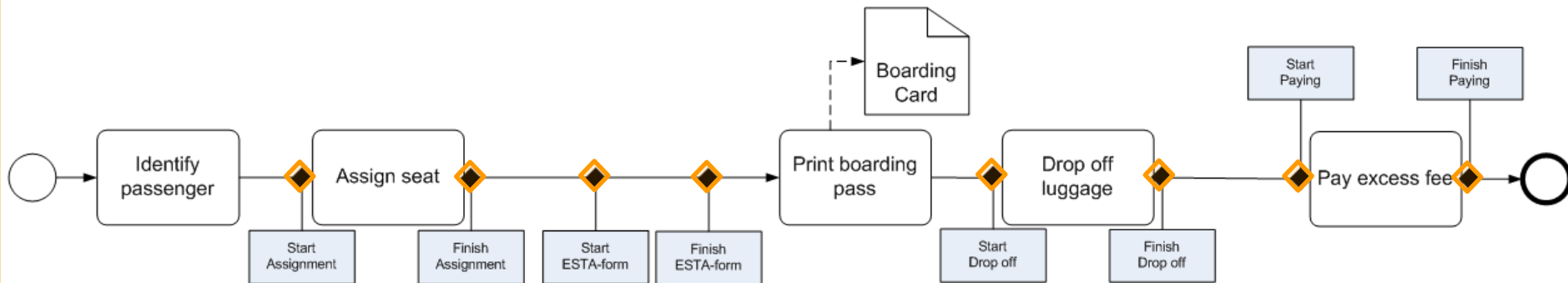


■ Provop

— Base model

- Policies:
 - Standard process
 - Most frequently used process
 - Minimal average distance
 - Superset of all process variants
 - Intersection of all process variants

Variant: Passenger with no special needs, dropping off luggage, carrying luggage excess



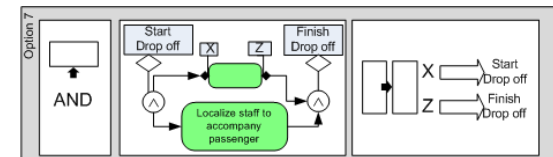
Adjustment Points

Representing BP Variability

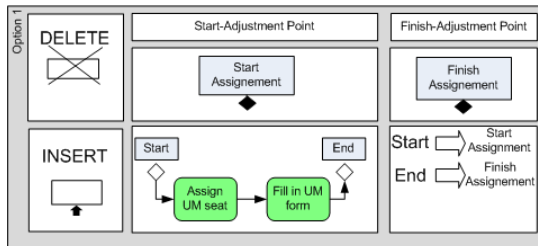
Structural-based approaches



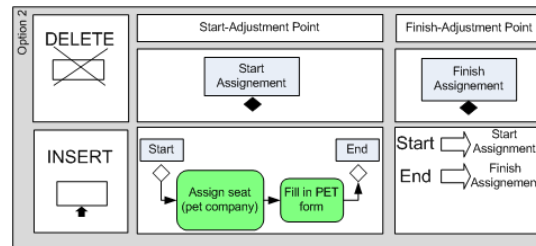
- Provop
 - Change Options
 - Allow deriving new variants
 - Are applied to the base model



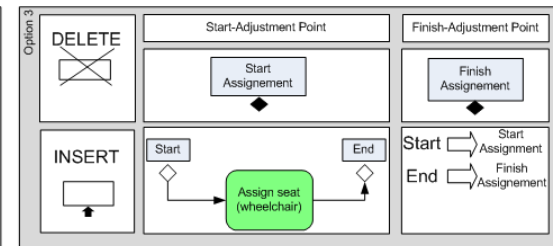
CTXT RULE (static):
IF required_assistance = "YES"



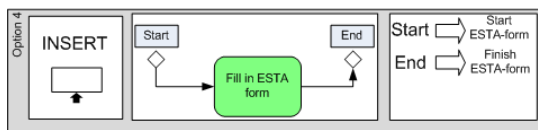
CTXT RULE 1 (static):
IF passenger_needs = "UM"



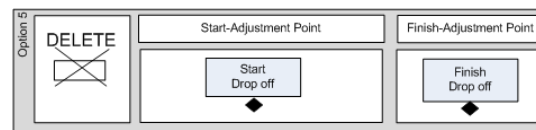
CTXT RULE 2 (static):
IF passenger_needs = "PET"



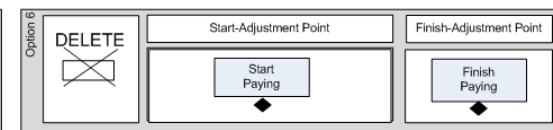
CTXT RULE 3 (static):
IF passenger_needs = "WHEELCHAIR"



CTXT RULE 4 (static):
IF flight_destination = "USA"



CTXT RULE 5 (static):
IF check-in_luggage = "FALSE"



CTXT RULE 6 (static):
IF luggage_overweight = "FALSE"

Representing BP Variability

Structural-based approaches

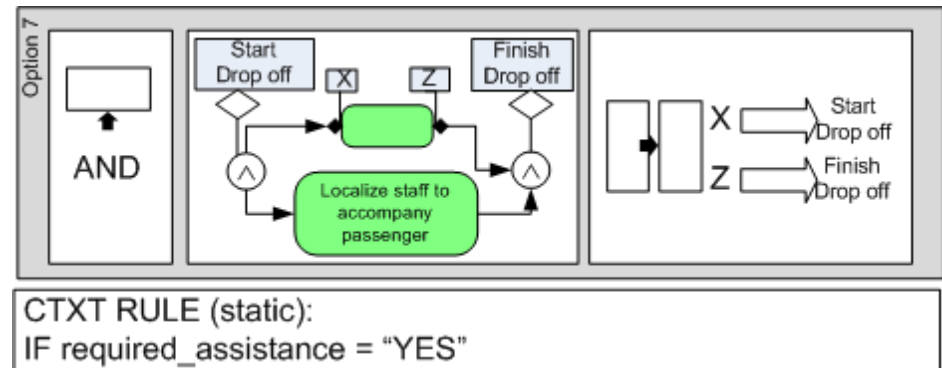
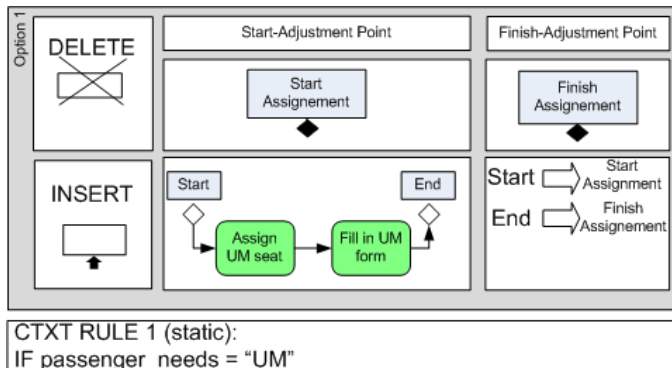


■ Provop

— Options Constraints

- Relationships : Implication, Exclusion, Order, etc.

Option 1 \longleftrightarrow implicates \longrightarrow Option 7



Representing BP Variability

Structural-based approaches



- Provop
 - Context Model

Context variable	Range of Values	Behaviour
Passenger_needs	NO, PET, UM, WHEELCHAIR	Static
Flight_destination	USA, EU	Static
Luggage_overweight	TRUE, FALSE	Static
Check-in_luggage	TRUE, FALSE	Static
Required_assistance	TRUE, FALSE	Static

Understandability Task

Process Variant Extraction



- Provop
 - Let's derive the variant where:
 - Unaccompanied Minor (UM)
 - Check-in luggage
 - No luggage overweight

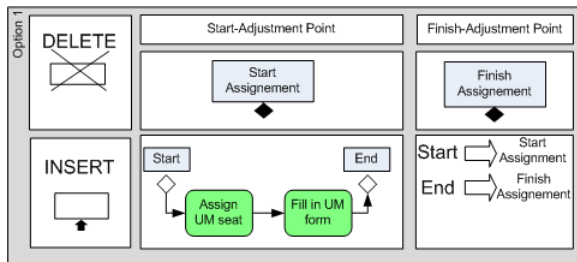
Understandability Task

Process Variant Extraction

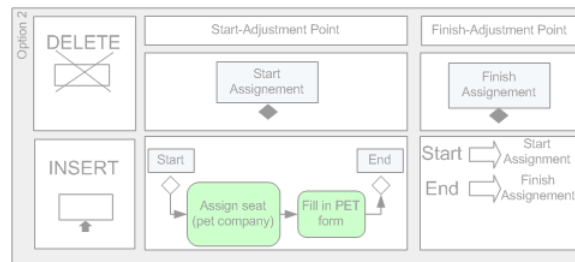


■ Provop

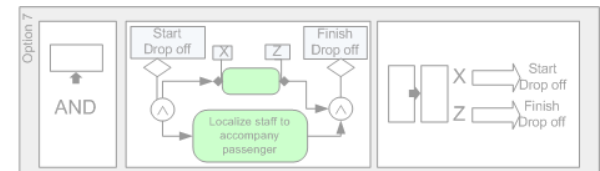
1. Examine all change options and their Boolean expressions



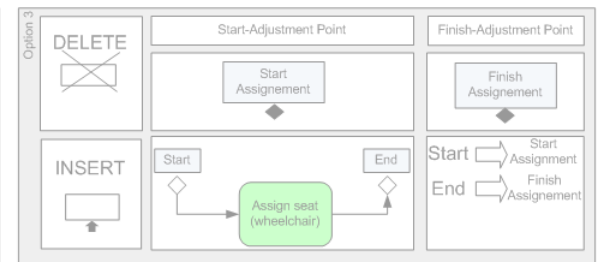
CTXT RULE 1 (static):
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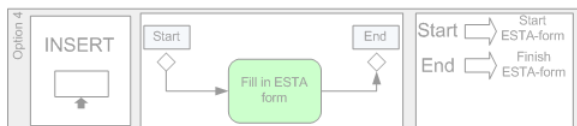
CTXT RULE 2 (static):
IF passenger_needs = "PET"



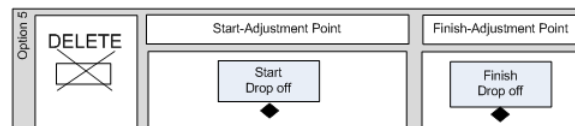
CTXT RULE (static):
IF required_assistance = "YES"



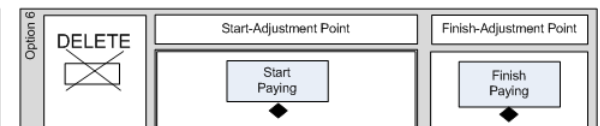
CTXT RULE 3 (static):
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CTXT RULE 4 (static):
IF flight_destination = "USA"



CTXT RULE 5 (static):
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CTXT RULE 6 (static):
IF luggage_overweight = "FALSE"

Variant: Unaccompanied minor, check-in luggage, no luggage overweight

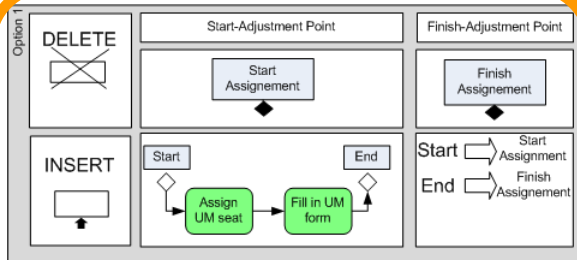
Understandability Task

Process Variant Extraction

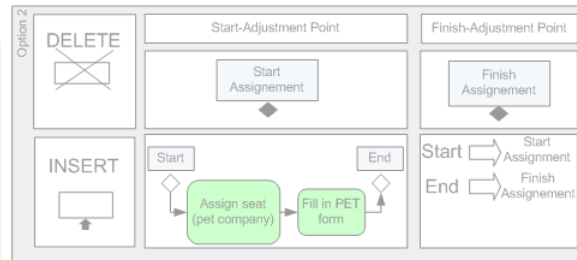


■ Provop

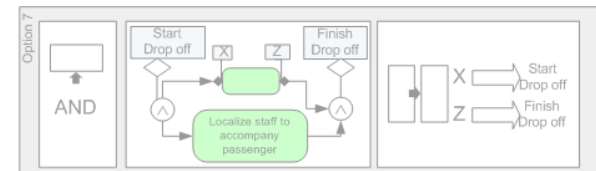
2. Select all *change options* satisfying the given context



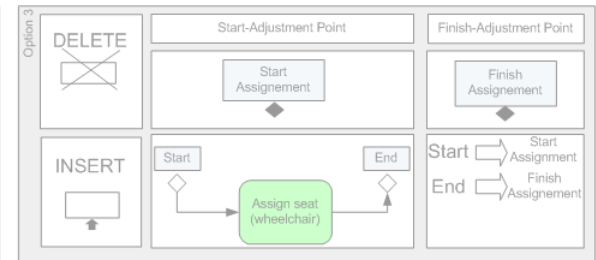
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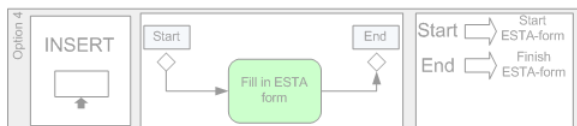
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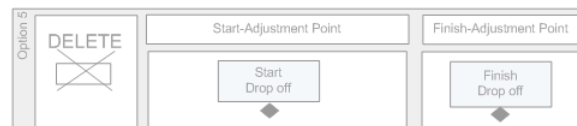
CTXT RULE (static):
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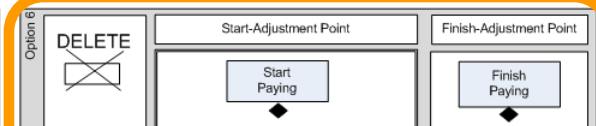
CTXT RULE 3 (static):
IF passenger_needs = "WHEELCHAIR"



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CTXT RULE 5 (static):
IF check-in_luggage = "FALSE"



CTXT RULE 6 (static):
IF luggage_overweight = "FALSE"

Variant: Unaccompanied minor, check-in luggage, no luggage overweight

Understandability Task

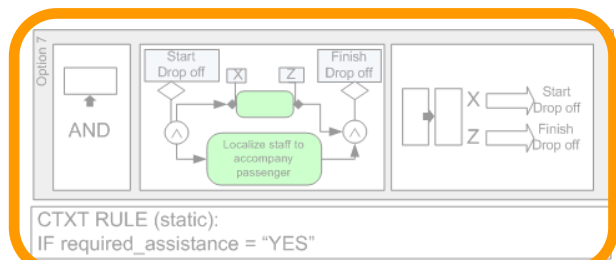
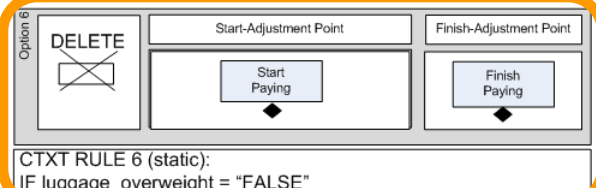
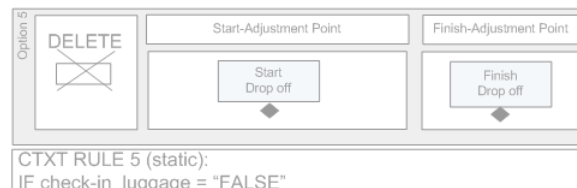
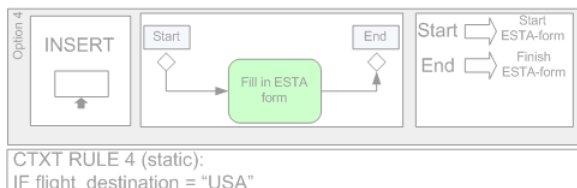
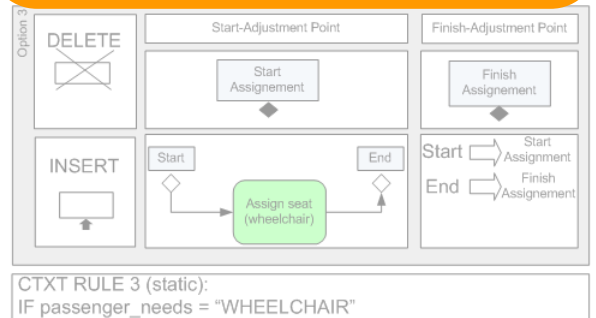
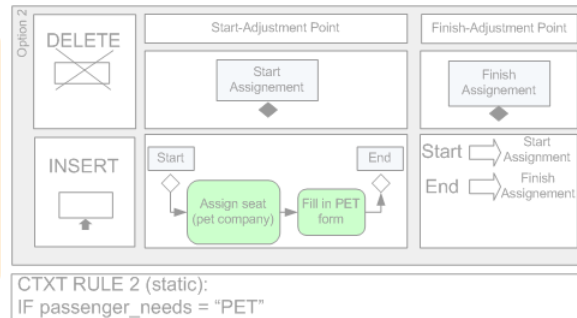
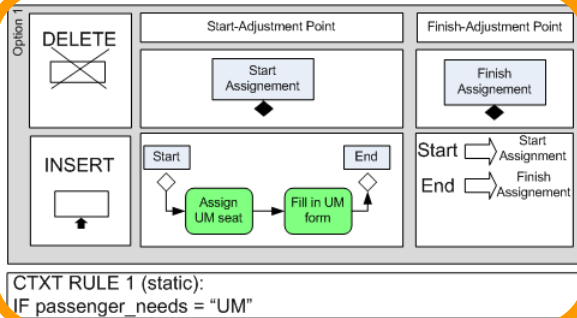
Process Variant Extraction



■ Provop

3. Determine whether all options can be applied according to the *constraint model*

Option 1 \longleftrightarrow implicates \longrightarrow Option 7



Variant: Unaccompanied minor, check-in luggage, no luggage overweight

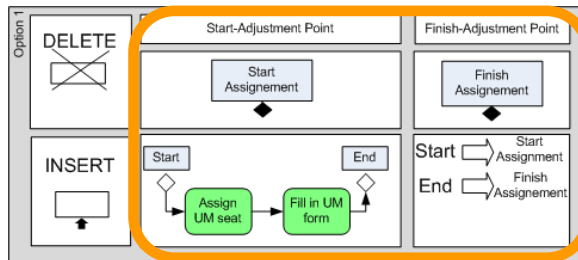
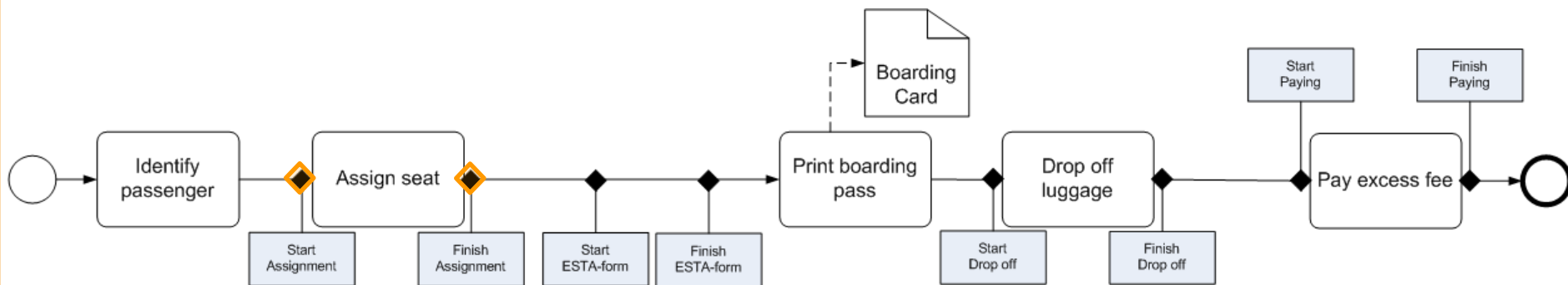
Understandability Task

Process Variant Extraction

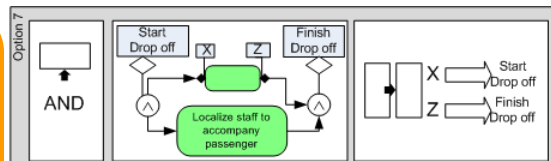


■ Provop

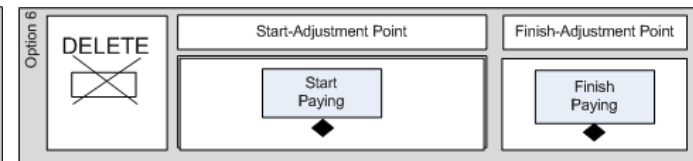
4. Locate the *variation points* where options apply



CTXT RULE 1 (static):
IF passenger_needs = "UM"



CTXT RULE (static):
IF required_assistance = "YES"



CTXT RULE 6 (static):
IF luggage_overweight = "FALSE"

Variant: Unaccompanied minor, check-in luggage, no luggage overweight

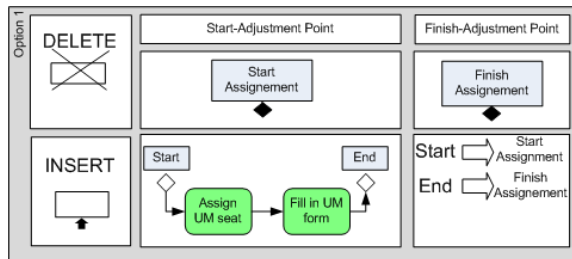
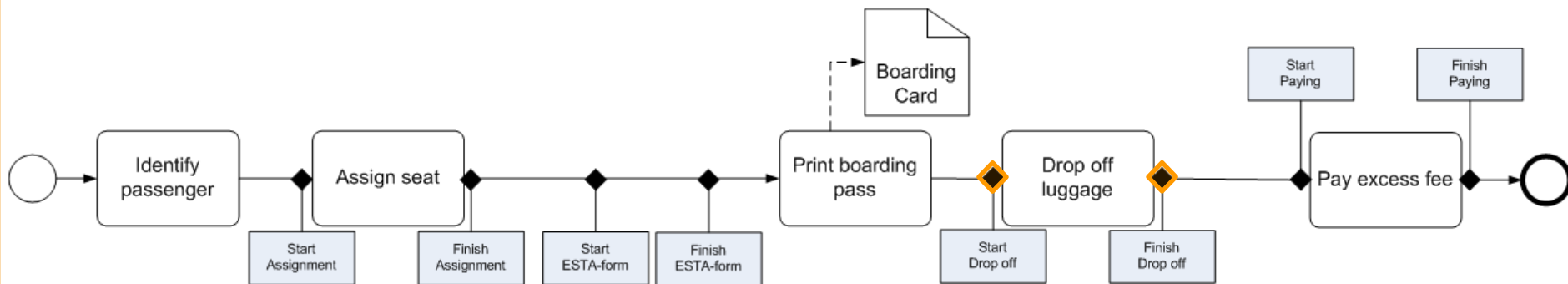
Understandability Task

Process Variant Extraction

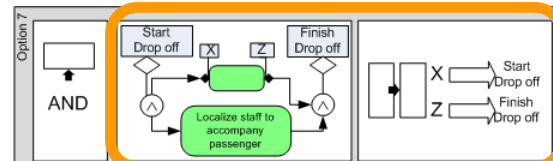


■ Provop

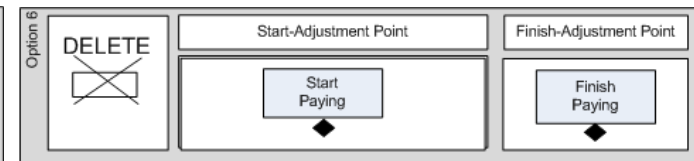
4. Locate the *variation points* where options apply



CTXT RULE 1 (static):
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CTXT RULE (static):
IF required_assistance = "YES"



CTXT RULE 6 (static):
IF luggage_overweight = "FALSE"

Variant: Unaccompanied minor, check-in luggage, no luggage overweight

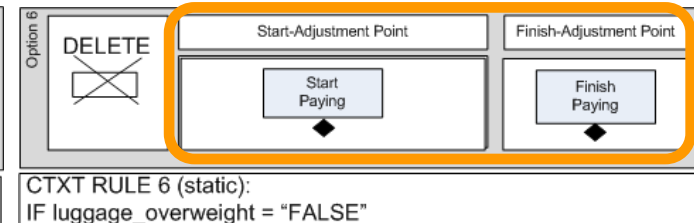
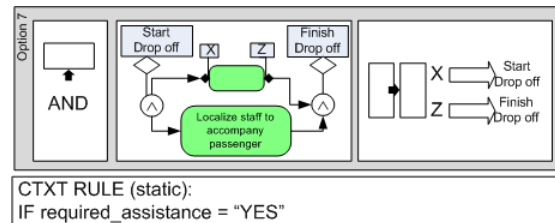
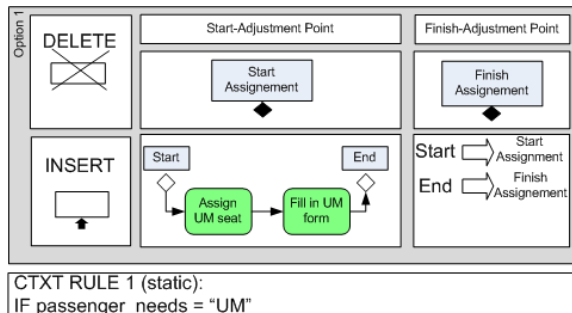
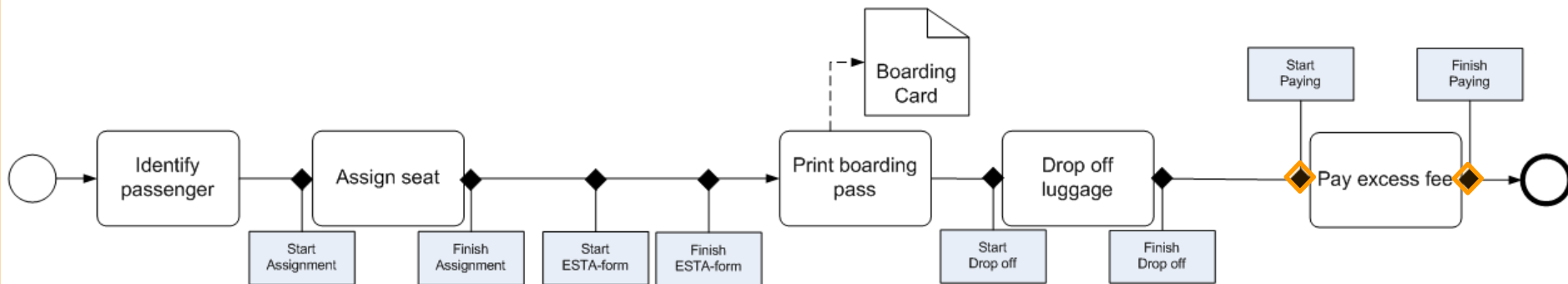
Understandability Task

Process Variant Extraction



■ Provop

4. Locate the *variation points* where options apply



Variant: Unaccompanied minor, check-in luggage, no luggage overweight

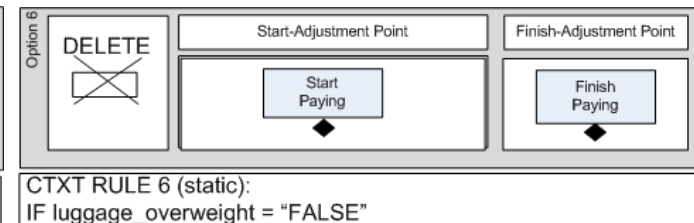
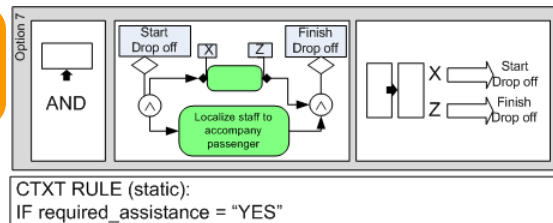
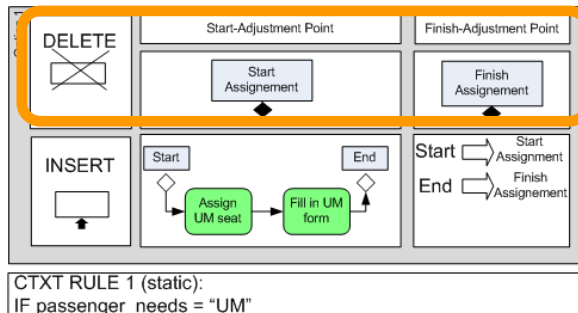
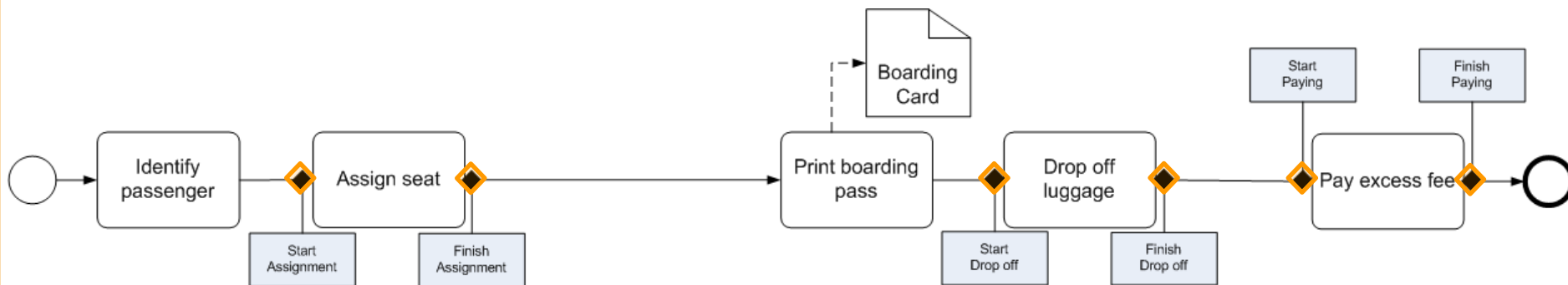
Understandability Task

Process Variant Extraction



■ Provop

4. Mentally integrate *change options* into the *base model*



Variant: Unaccompanied minor, check-in luggage, no luggage overweight

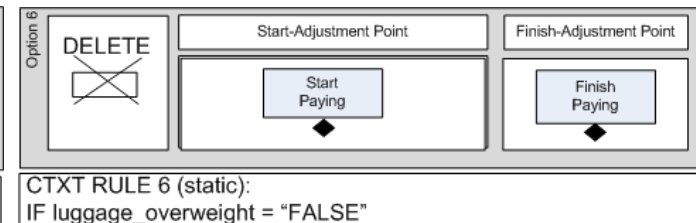
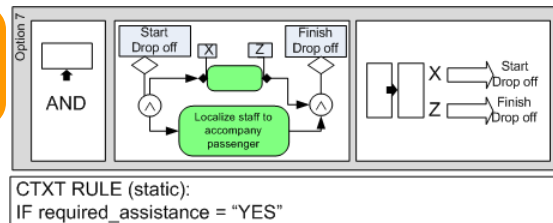
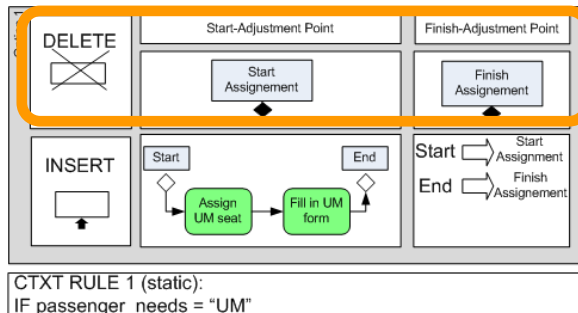
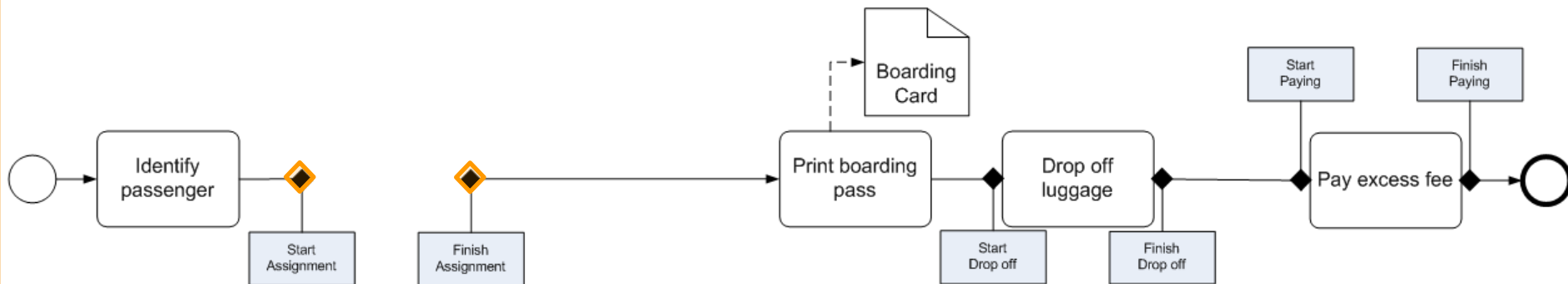
Understandability Task

Process Variant Extraction



■ Provop

4. Mentally integrate *change options* into the *base model*



Variant: Unaccompanied minor, check-in luggage, no luggage overweight

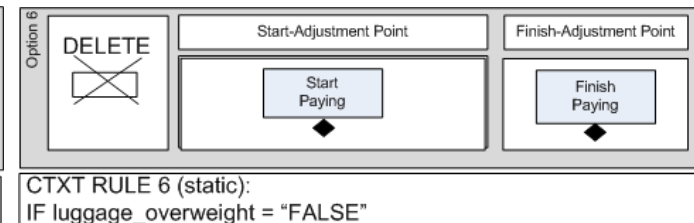
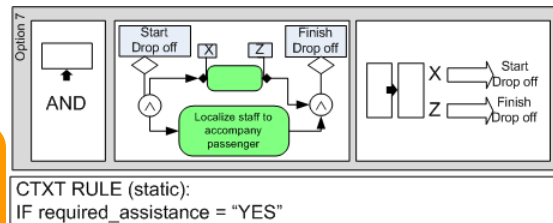
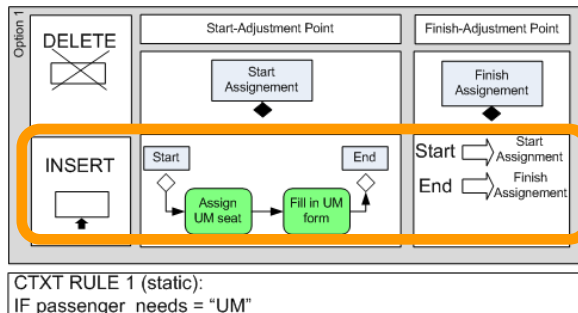
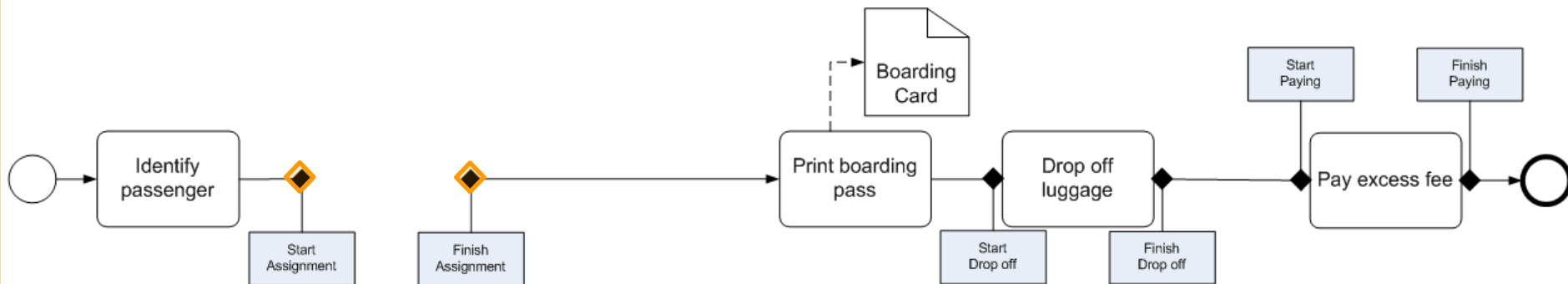
Understandability Task

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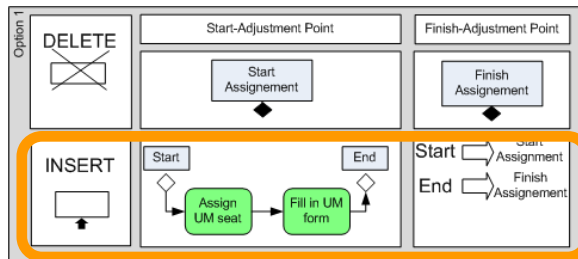
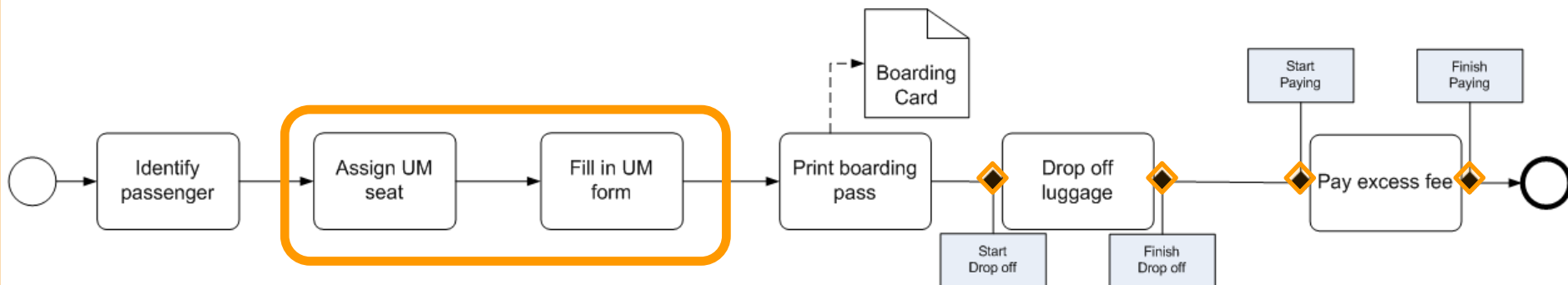
Understandability Task

Process Variant Extraction

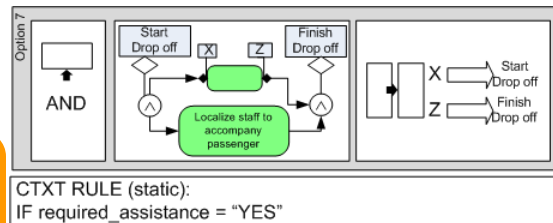


■ Provop

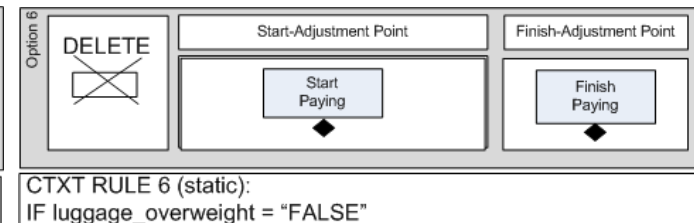
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CTXT RULE 1 (static):
IF passenger_needs = "UM"



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IF required_assistance = "YES"



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IF luggage_overweight = "FALSE"

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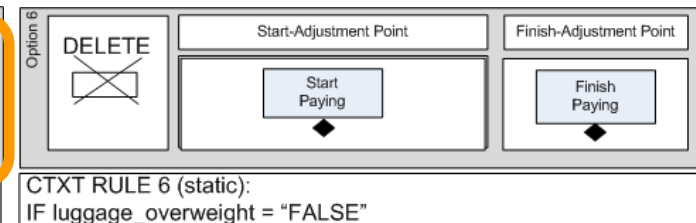
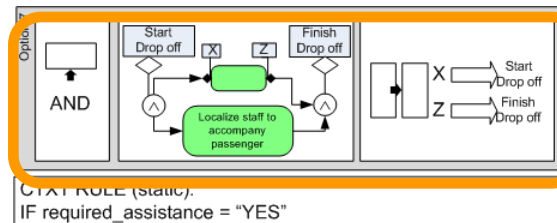
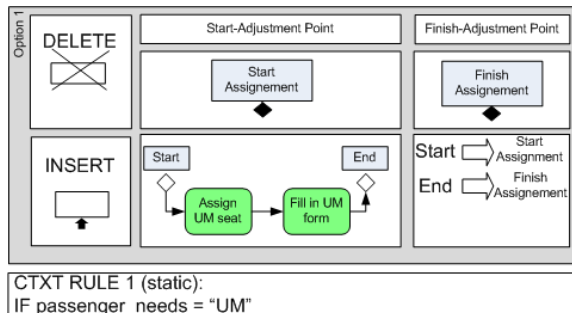
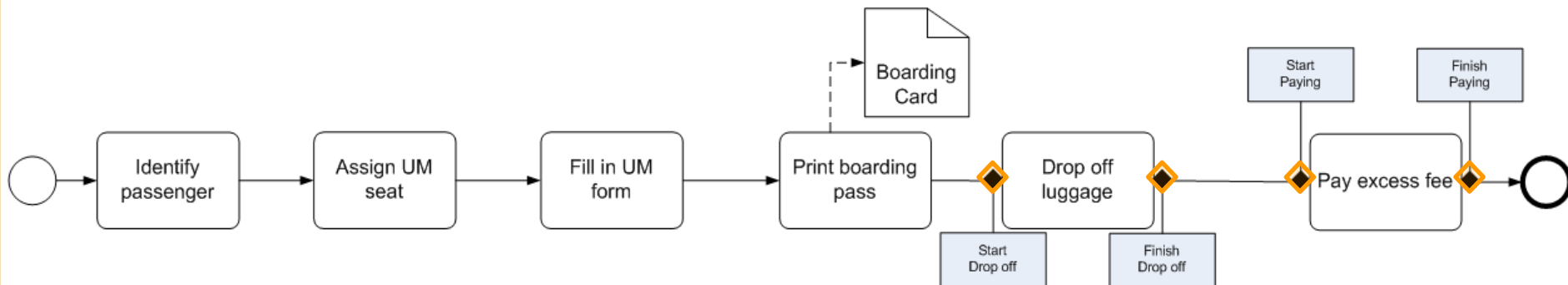
Understandability Task

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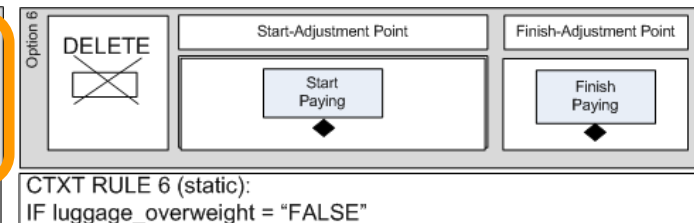
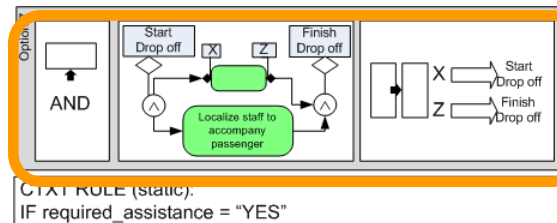
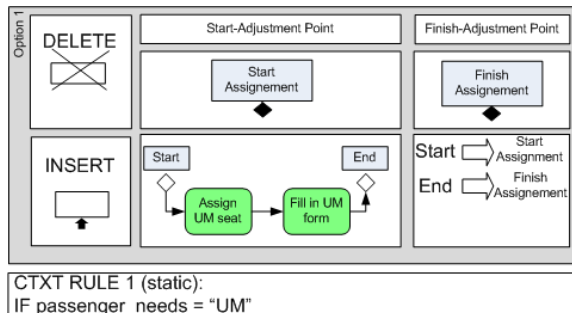
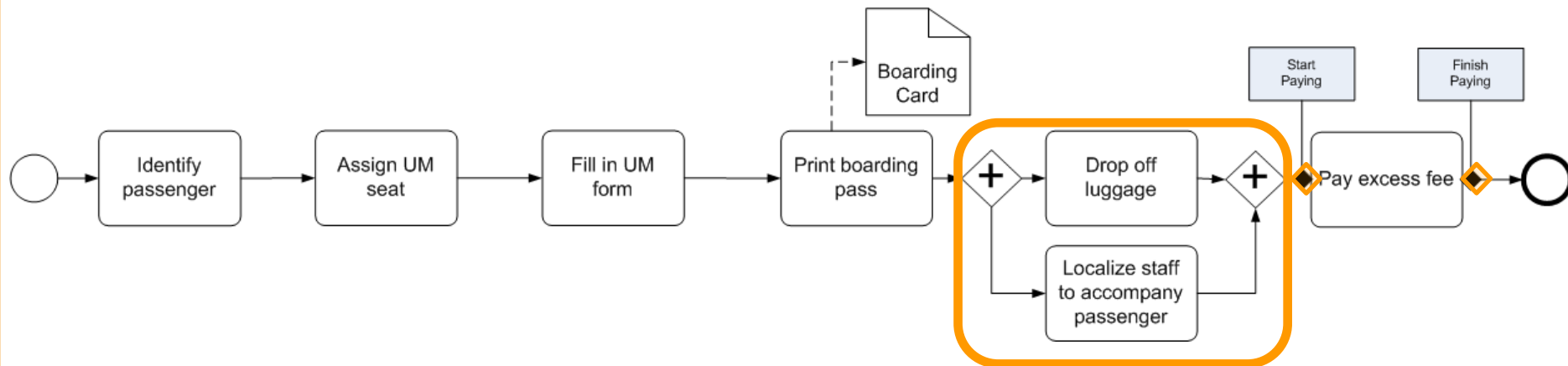
Understandability Task

Process Variant Extraction



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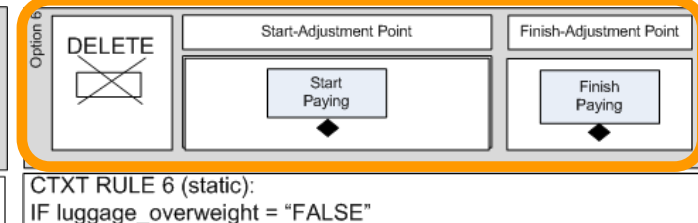
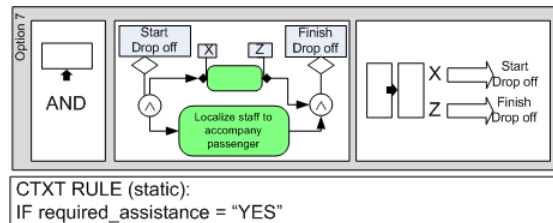
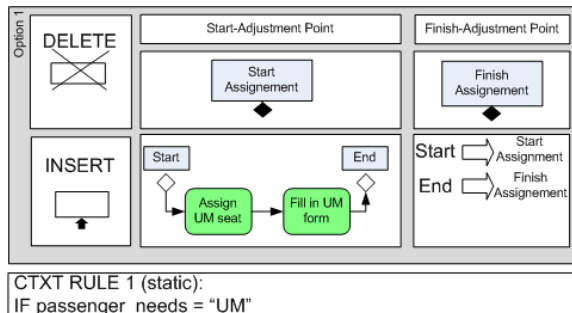
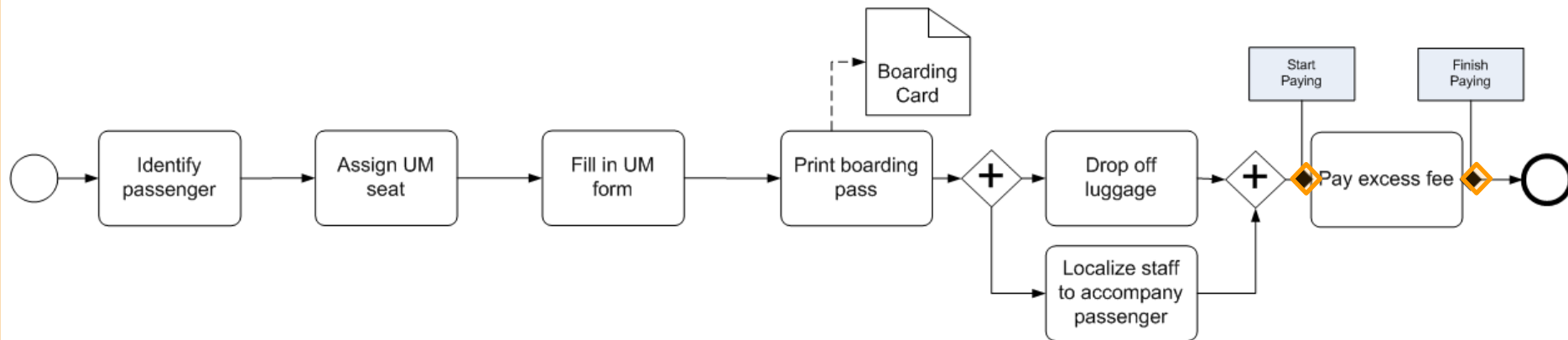
Understandability Task

Process Variant Extraction



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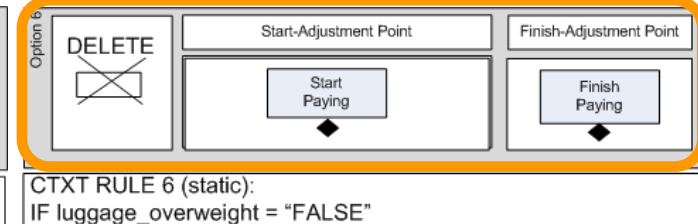
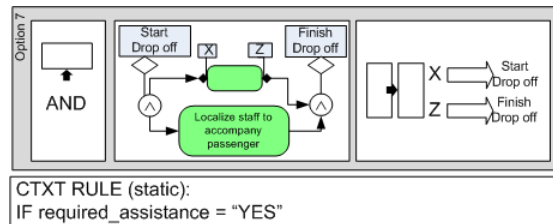
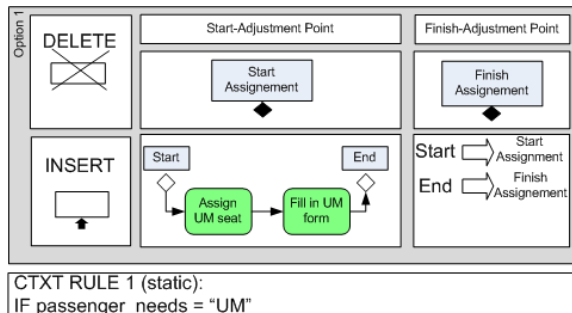
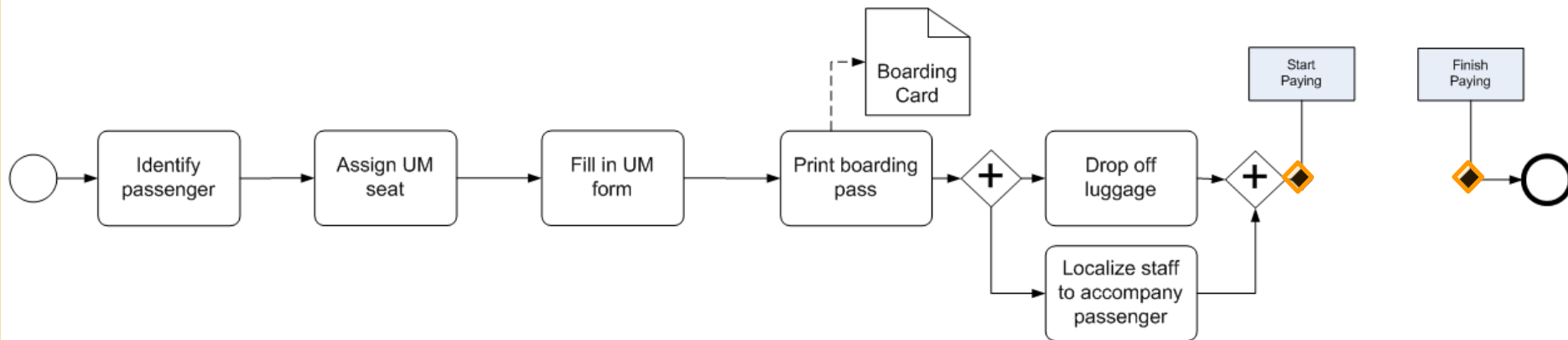
Understandability Task

Process Variant Extraction



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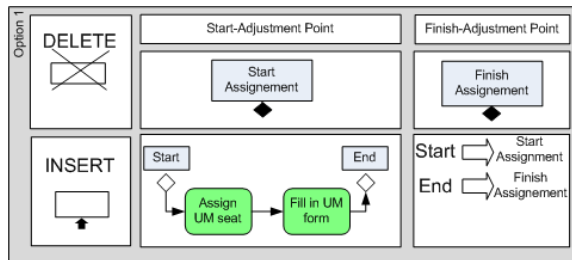
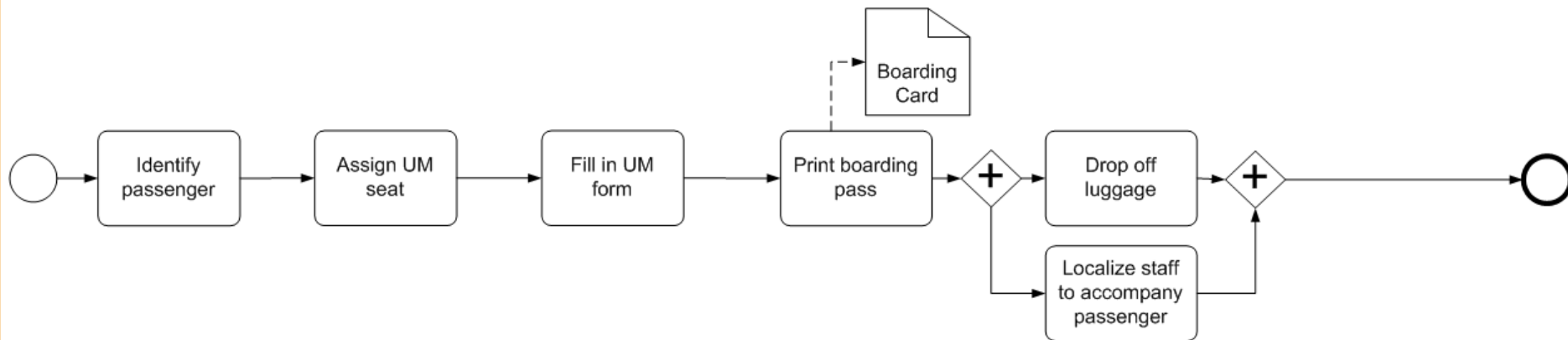
Understandability Task

Process Variant Extraction

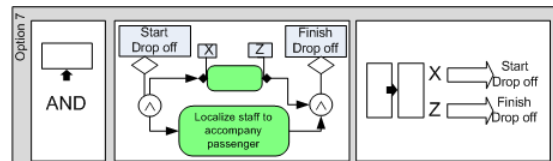


■ Provop

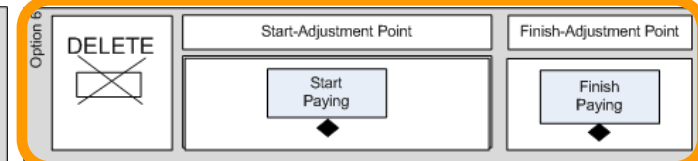
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IF required_assistance = "YES"



CTXT RULE 6 (static):
IF luggage_overweight = "FALSE"

Variant: Unaccompanied minor, check-in luggage, no luggage overweight

Process Variant Extraction Task

Cognitive discussion



■ Provop

Mental process followed in Provop:

1. Examine all change options and their Boolean expressions
2. Select all change options satisfying the given context
3. Determine whether all options can be applied according to the constraint model
4. Locate the variation points where options apply
5. Mentally integrate change options into the base model



Process Variant Extraction Task

Cognitive discussion



- Provop
 - Cognitive discussion
 - Two main operations:
 - Selecting change options
 - » Boolean expression need to be evaluated
 - » All are expressed in terms of context variables
 - » Check for conflicts in the constraint model
 - Applying change options into the base model
 - » Determine by the change distance between the base model and the variant to be derived.
 - » The type of operation influences the complexity (delete vs. insert)

Language Support Comparison

Structural vs Behavioural



	C-EPC	Provop
Variation Point	+	+
Alternative process elements	F, B, O, I	F, B
Alternative process element context	+	+
Alternative process element relationships	+/-	+
Variation point resolution time	-	-

functional (F), behavioral (B), organizational (O), Informational (I) perspectives



- Discussion
 - Modelling elements
 - In C-EPC are mainly deleted
 - In Provop can be added, deleted, and moved
 - » Deletion presumably involves less cognitive effort



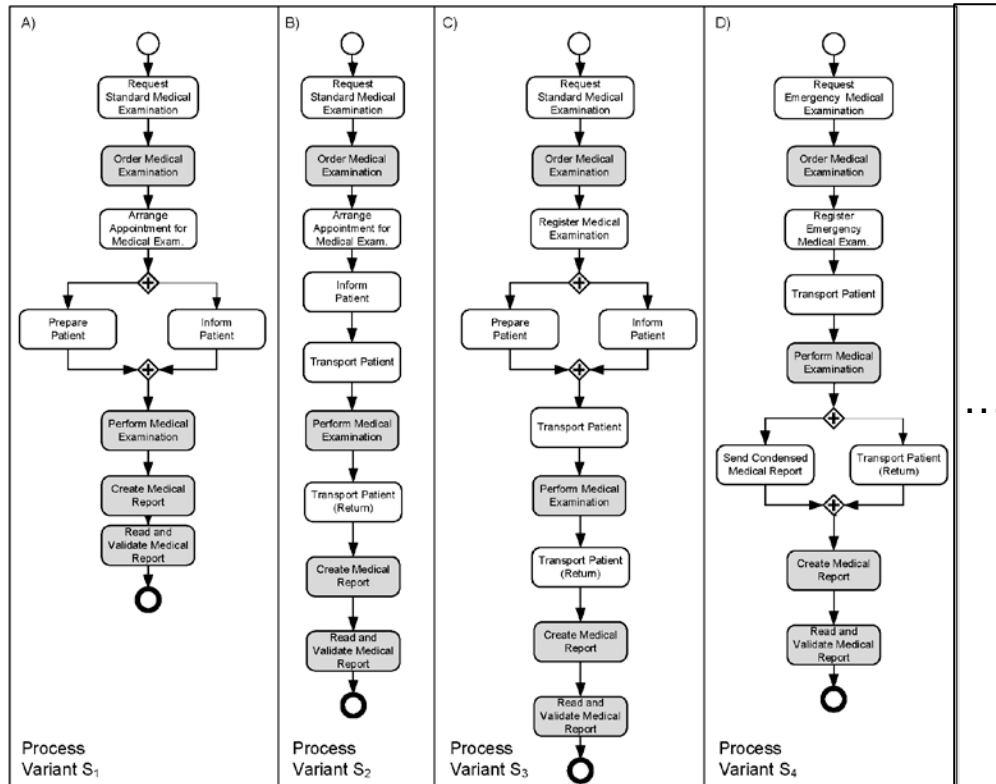
- Discussion
 - Variability modelling elements
 - Single artefact in C-EPC
 - Configurable process model
 - » Works for small models
 - » Overload for large models
 - Separate artefacts in Provop
 - base model, change options, options constraint, context model
 - » Abstraction mechanisms favour model understanding



- Discussion
 - Boolean expressions
 - C-EPC: Represented in terms of the model structure
 - Forces to keep track of previous decisions
 - Presumably imposing bigger mental effort
 - Provop: Represented in terms of context variables
 - Semantics is explicit in the model
 - » Presumably imposing less mental effort

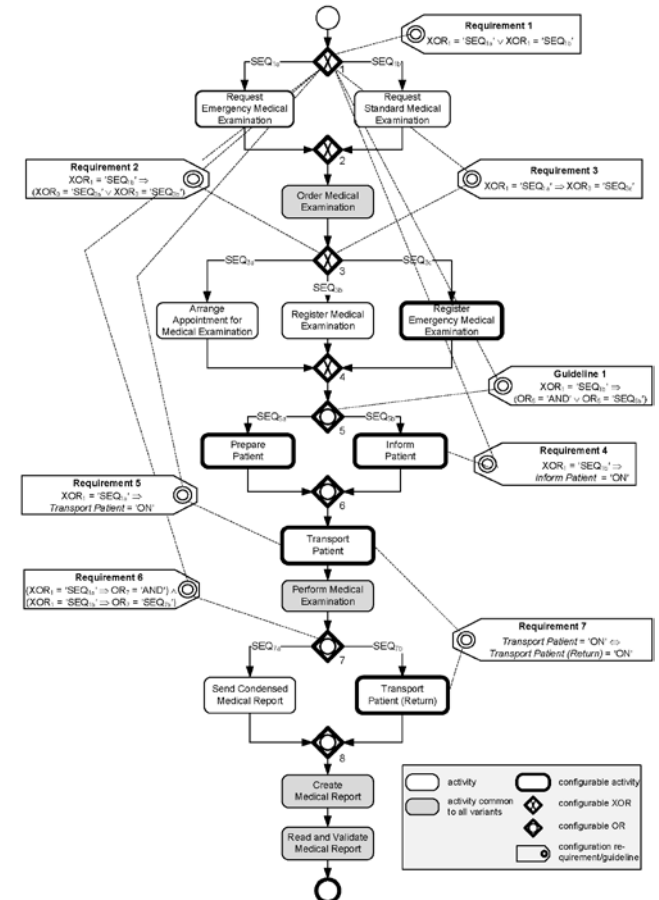
Business Process Repositories

Merging Process Models: Behavioral Approach



Process (Variant) Models

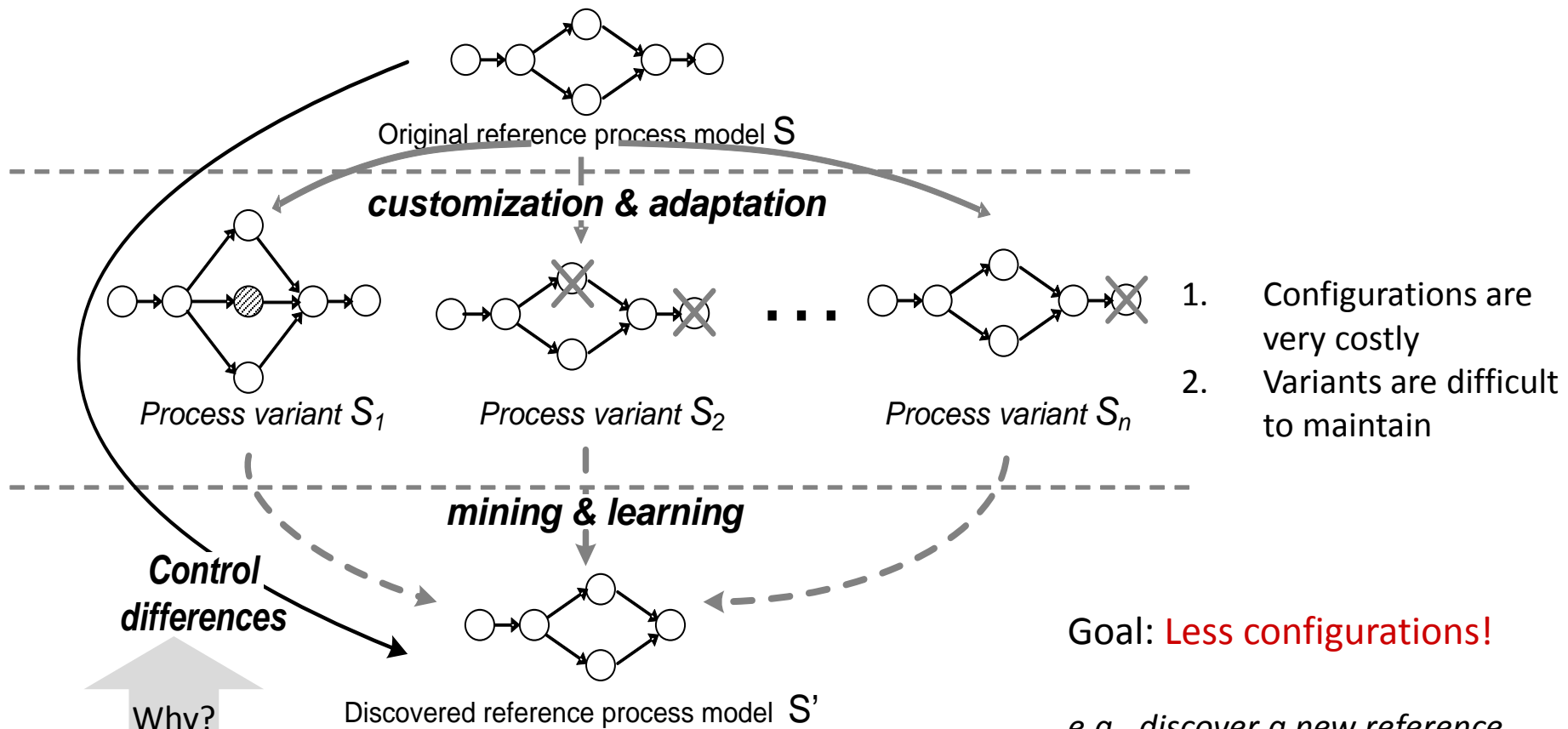
merge



(Configurable) Process Model

Business Process Repositories

Merging Process Models: Structural Approach



Why?

1. Limit the efforts to update reference model
2. Avoid spaghetti-like structure
3. Obtain the flexibility to only perform the important changes

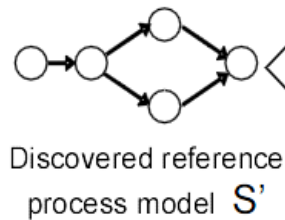
*e.g., discover a new reference process model having lower **average weighted distance** to the variants than the original reference process model has!*

Business Process Repositories

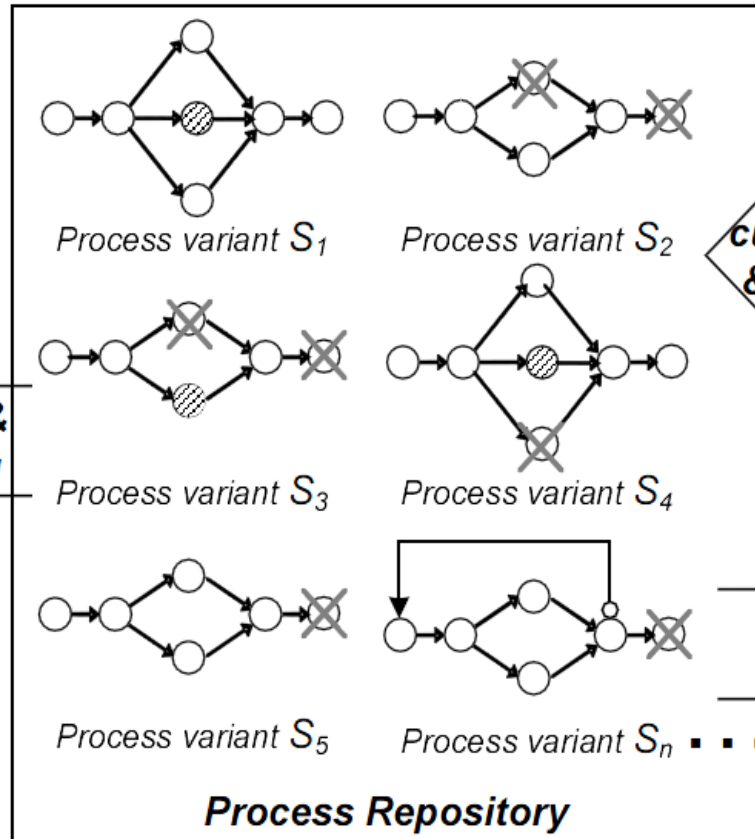
Merging Process Models: Structural Approach



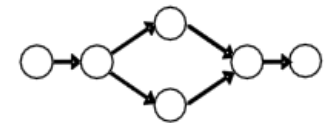
Scenario 1: No original reference process model available



mining & learning

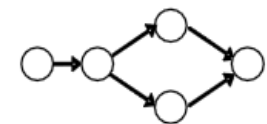


Scenario 2: Original reference process model known



Original reference process model S

Process improvement



Discovered reference process model S'

customization & adaptation

mining & learning

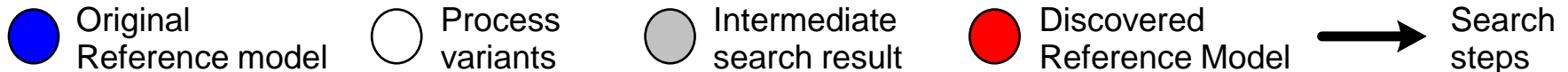
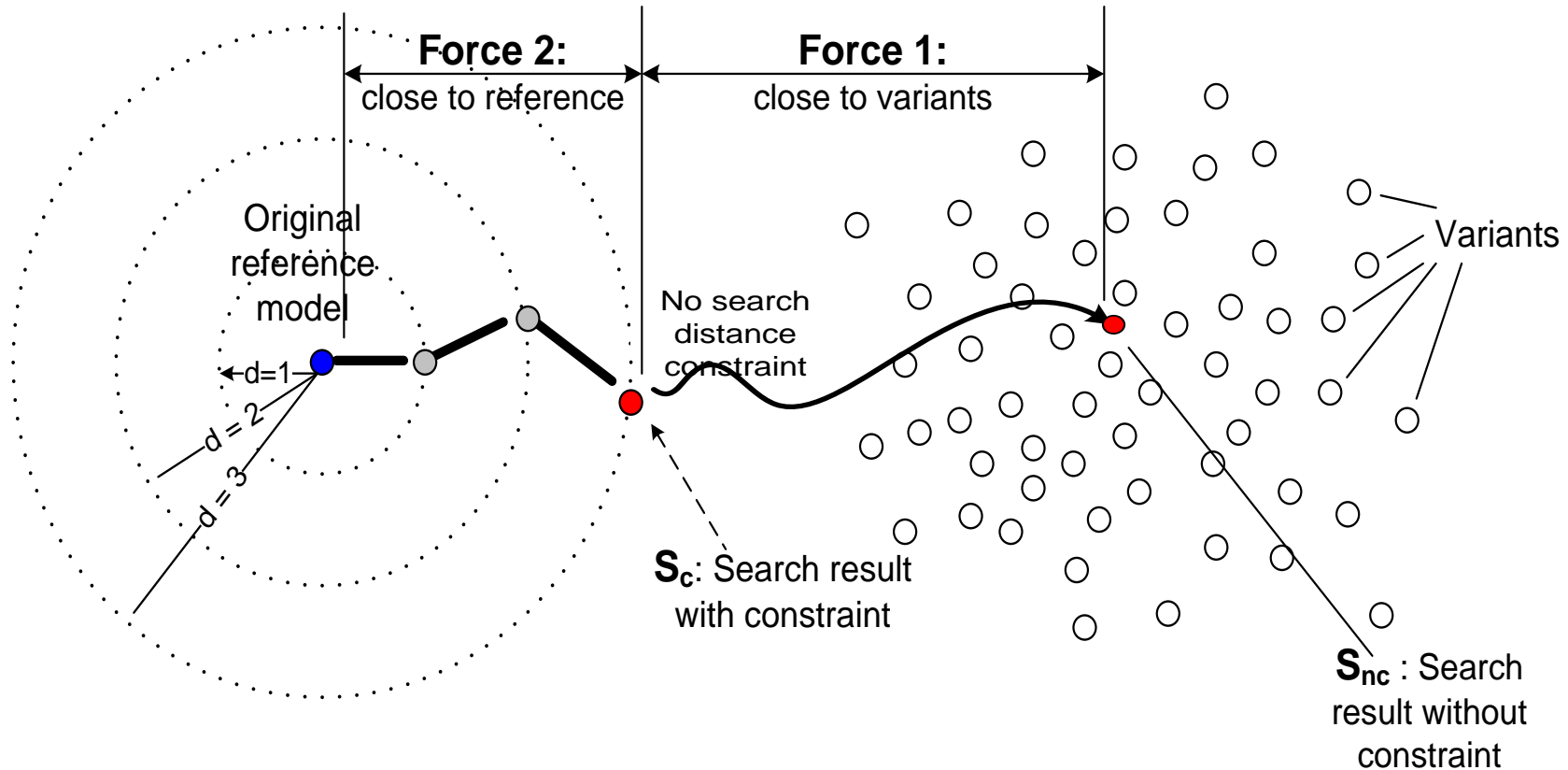
Goal: Discover a (new) reference process model which requires less configuration efforts

Business Process Repositories

Merging Process Models: Structural Approach



Applying Heuristics Search to Scenario 2

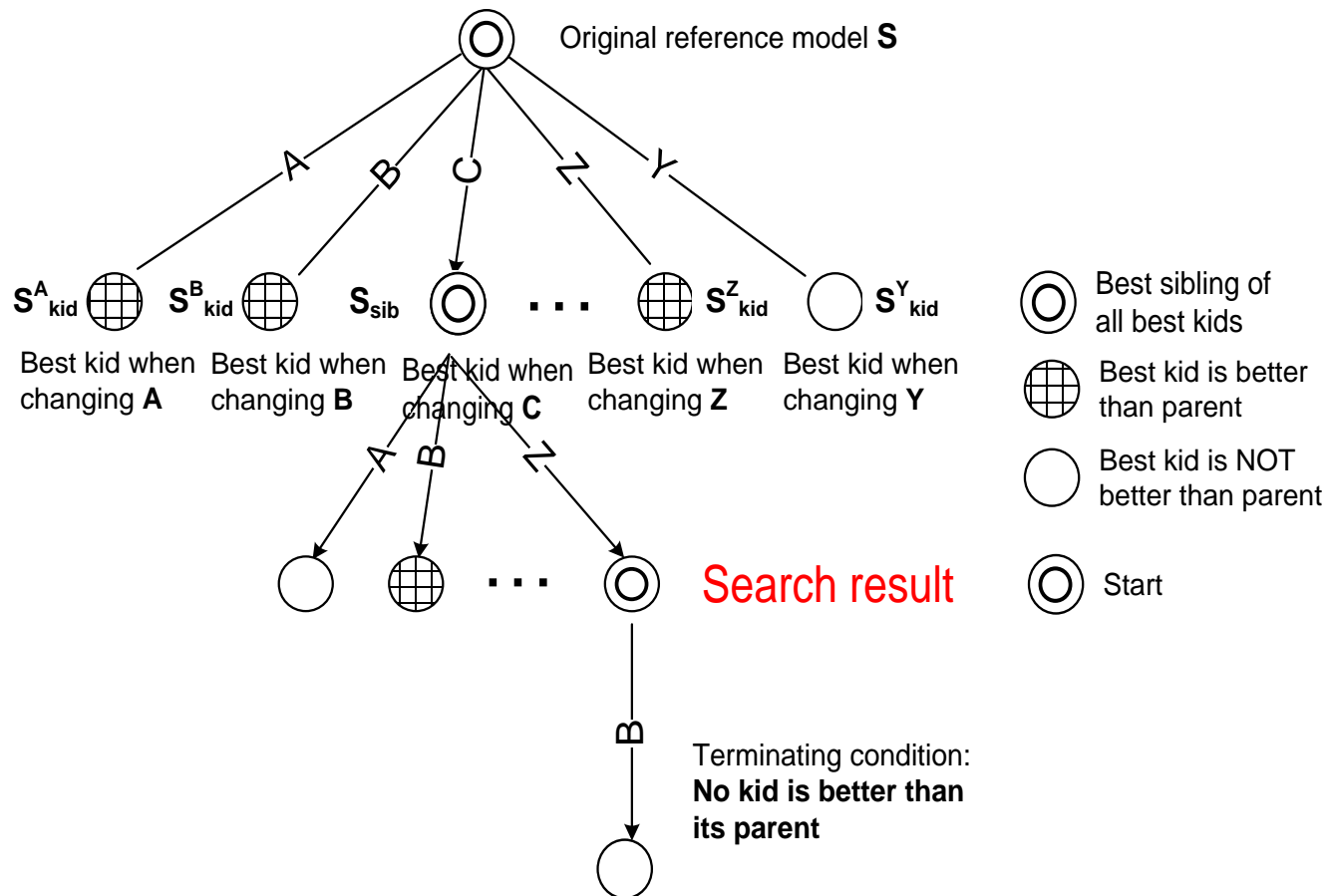


Business Process Repositories

Merging Process Models: Structural Approach



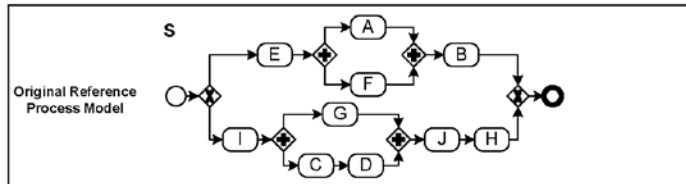
Applying Heuristics Search to Scenario 2



Search tree based on best kids S_{kid}^{aj}

Business Process Repositories

Merging Process Models: Structural Approach

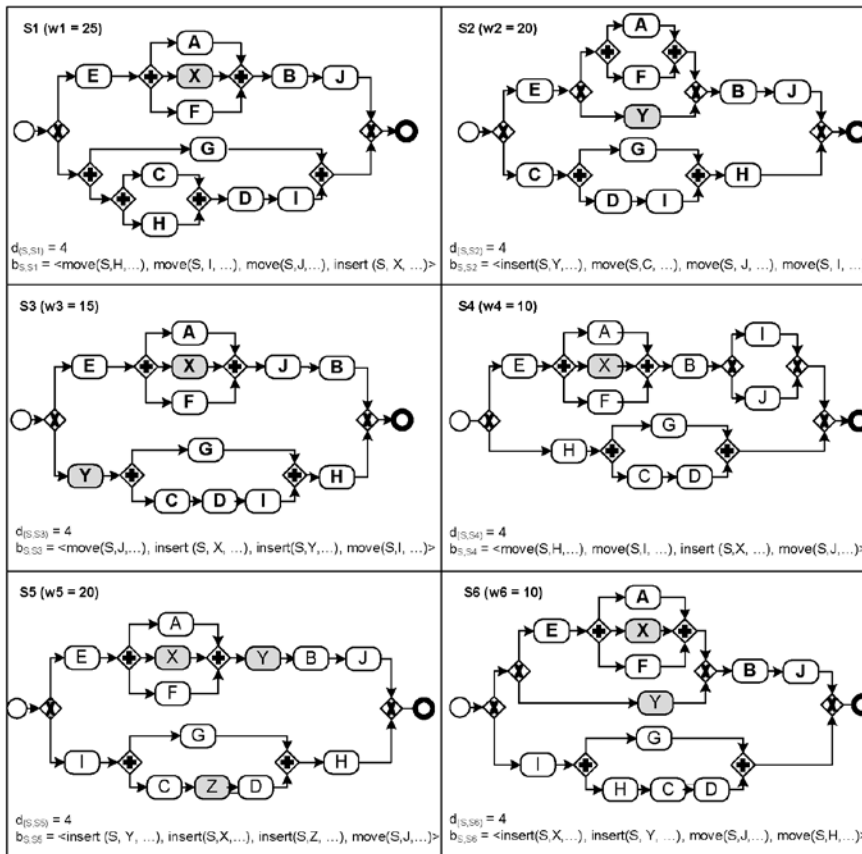


Process Configuration / Adaptation

Example (1)

Average (weighted) distance of S to the variants: 4 high-level changes (NP-hard complexity)

Can we find a model **closer to the variants** by performing saying only **3 changes** of the old reference model?

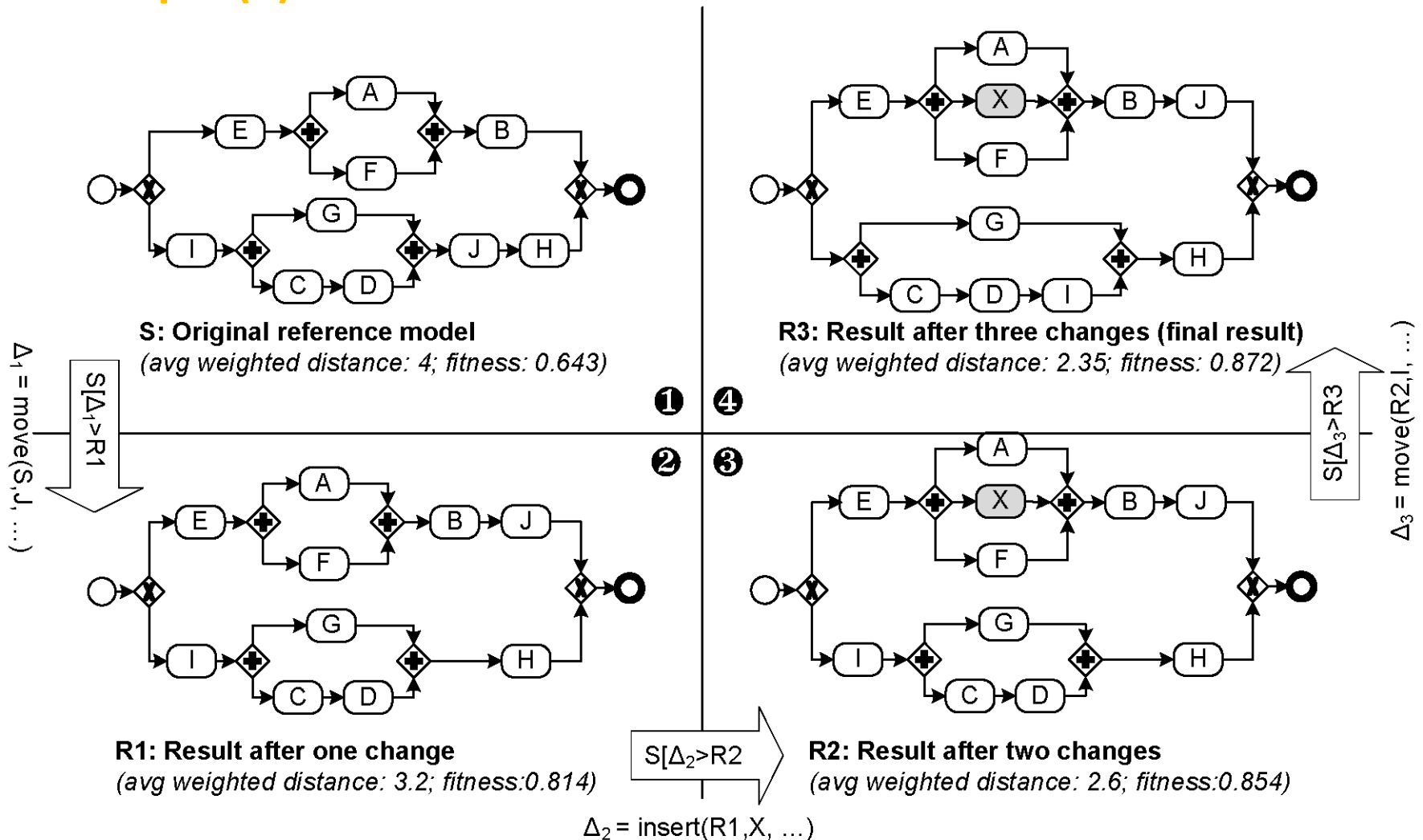


Business Process Repositories

Merging Process Models: Structural Approach



Example (2)

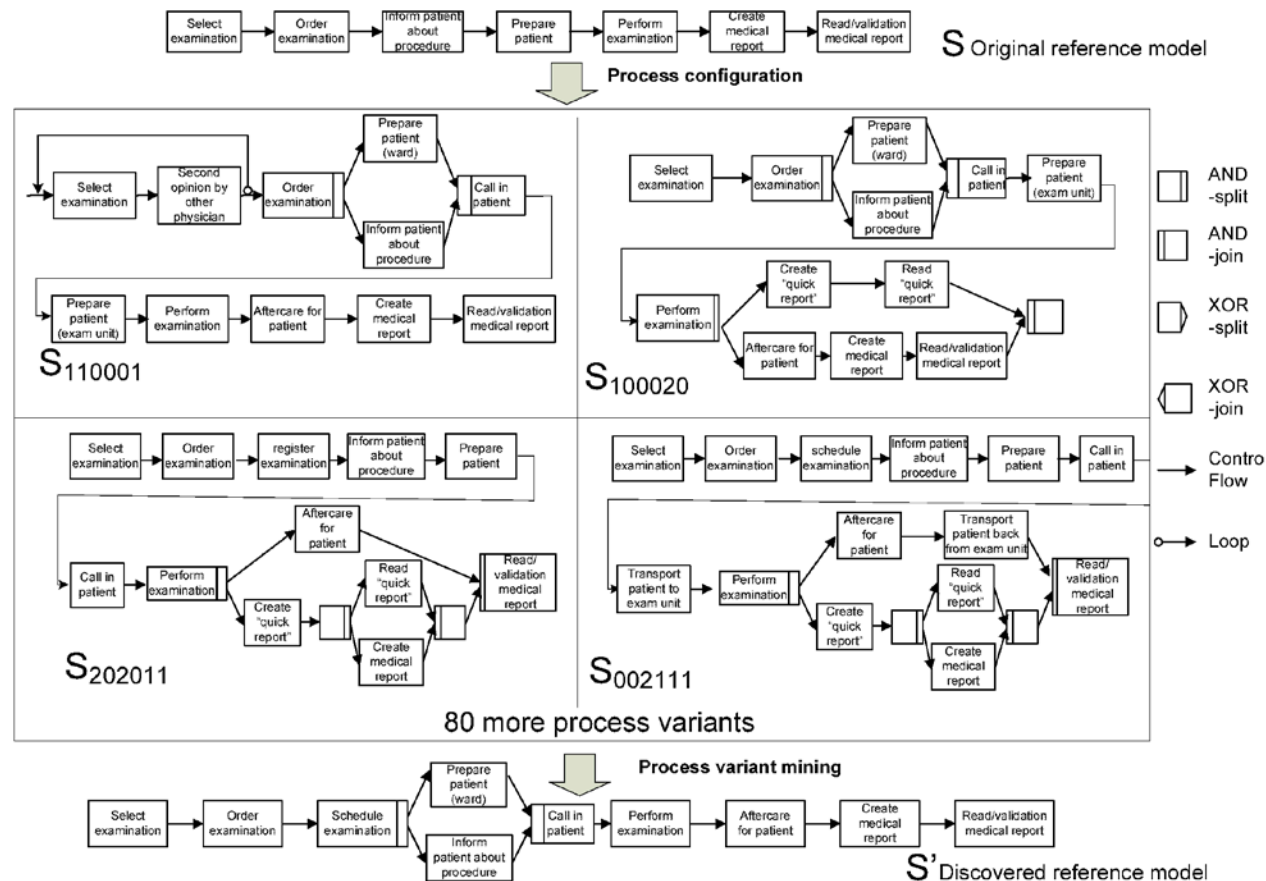


Business Process Repositories

Merging Process Models: Structural Approach



Healthcare Case Study



Business Process Repositories

Navigating in Repositories and Large Process Models

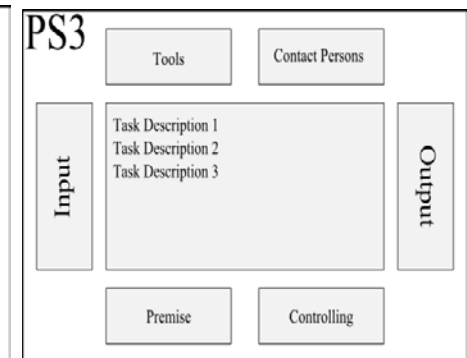
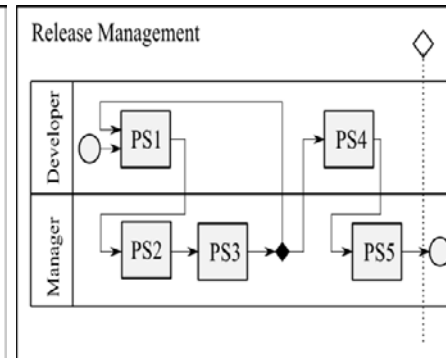
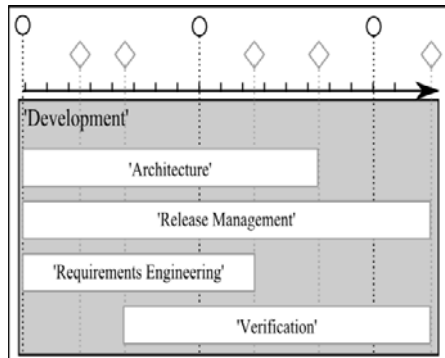
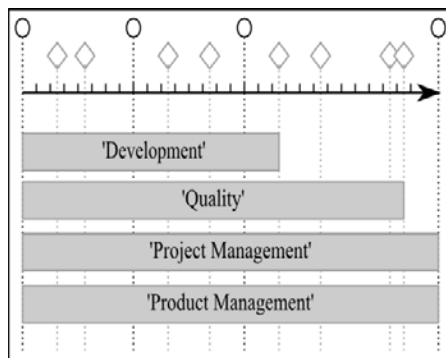


Business Process Repositories

Navigating in Repositories and Large Process Models



Practical demands: Navigate in Large Process Models



Process World

Process Areas

Processes

Process Step

- Navigation within one single dimension (forward/backward)
- Views are predefined
- No comprehensive tool support available



Level of granularity

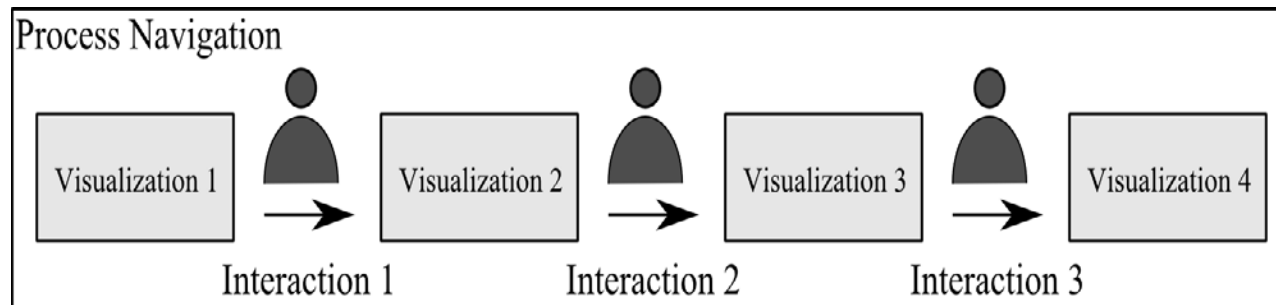
Business Process Repositories

Navigating in Repositories and Large Process Models



Process Navigation (niPRO)

- comprises a sequence of user interactions
- allows process participants to navigate from a default visualization of a large process to more specific ones



Business Process Repositories Navigating in Repositories and Large Process Models



niPRO Core Navigation Model – Inspired by Google Earth



View dimension

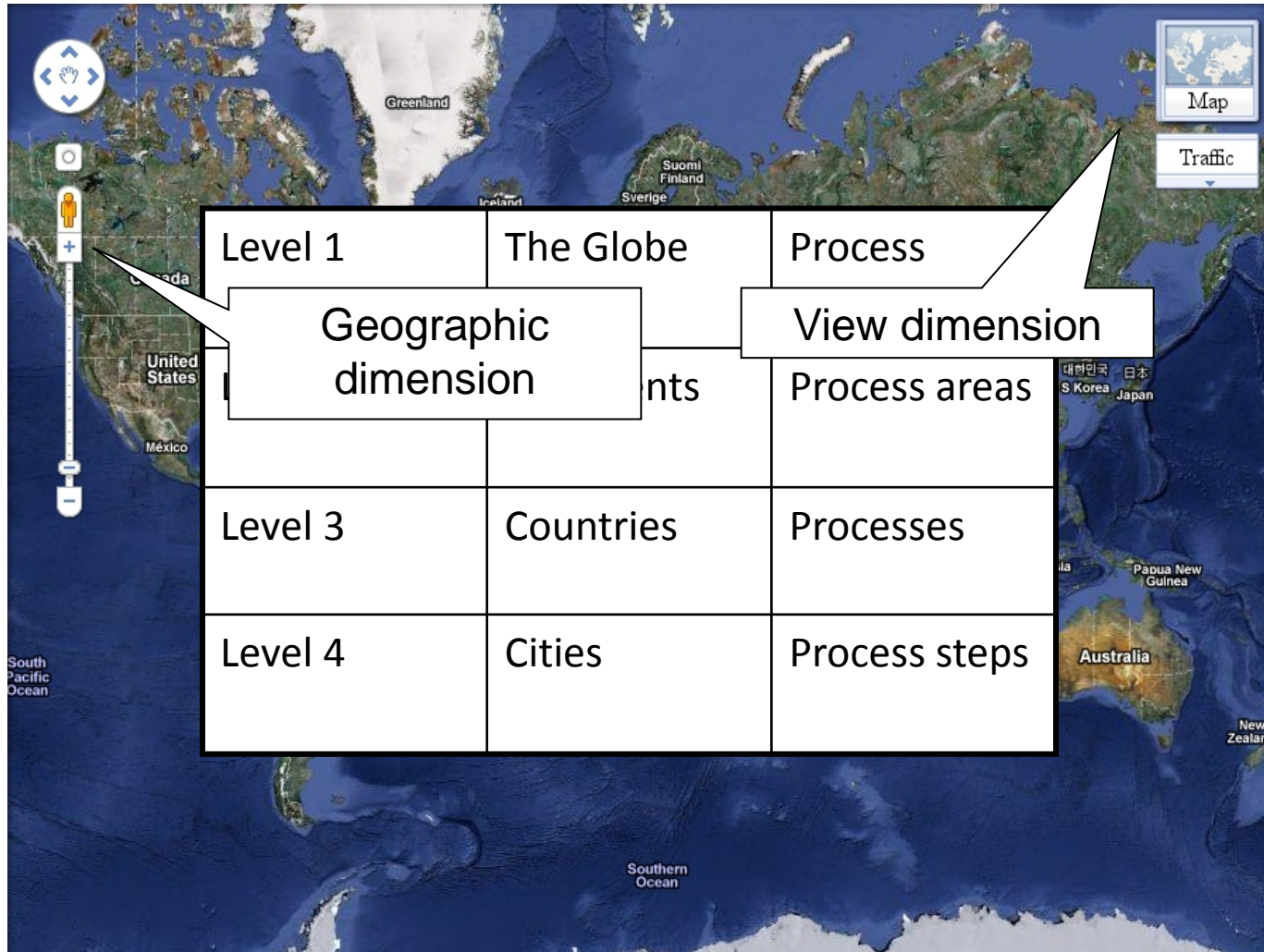
Geographic
dimension

Business Process Repositories

Navigating in Repositories and Large Process Models



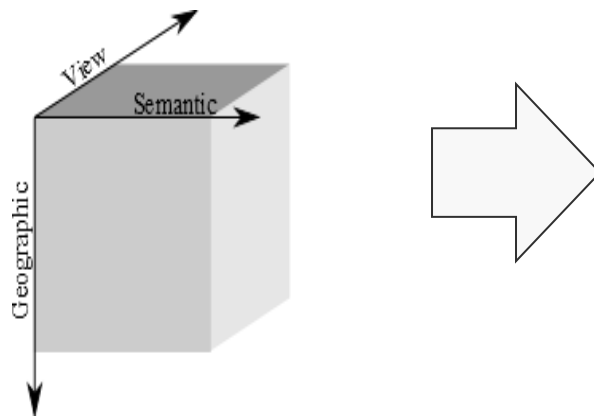
niPRO Core Navigation Model – Inspired by Google Earth



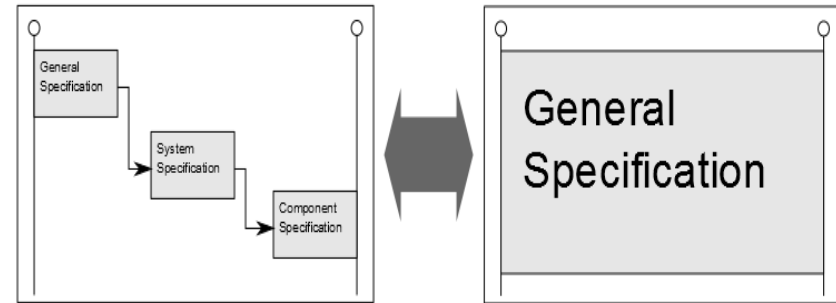


Navigating in Repositories and Large Process Models

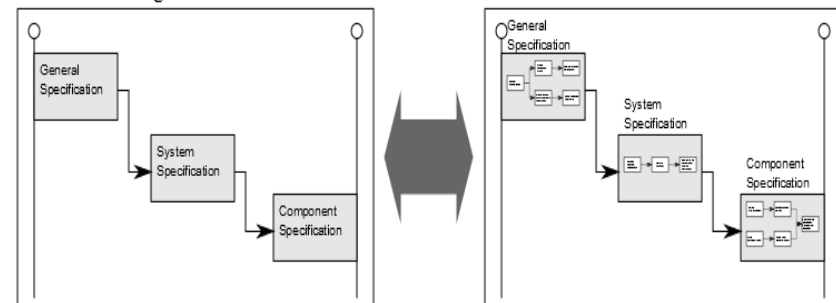
3-dimensional navigation concept



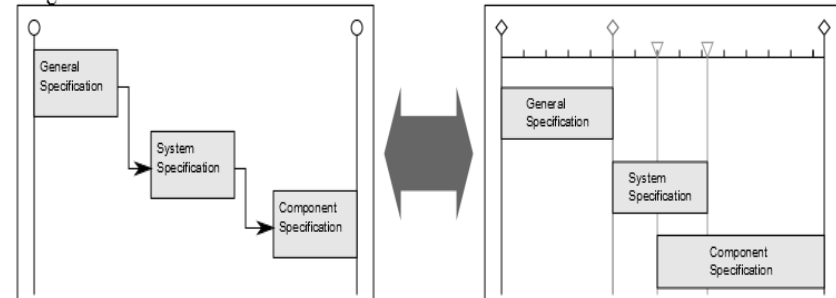
(a) geographic navigation dimension



(b) semantic navigation dimension



(c) view navigation dimension
"logic-based"



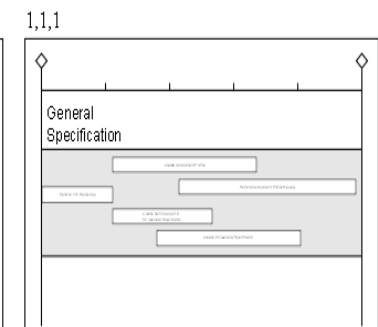
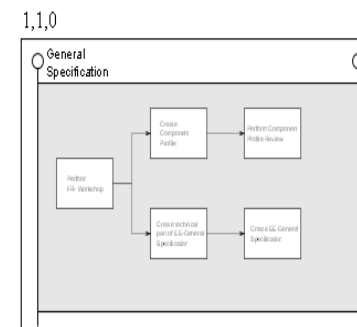
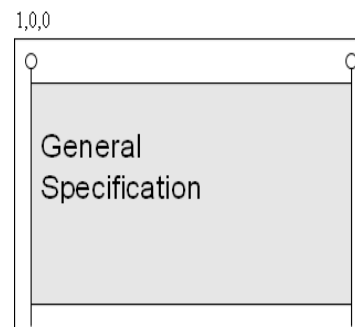
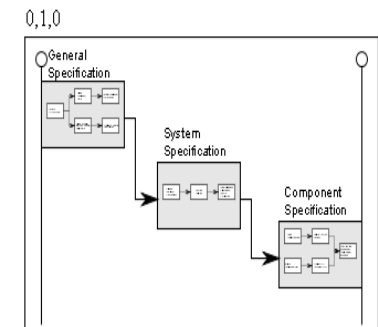
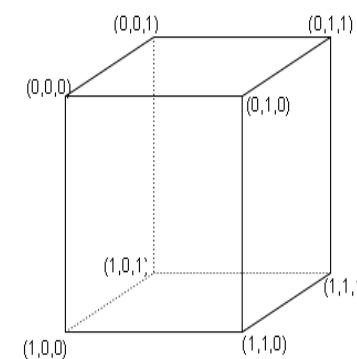
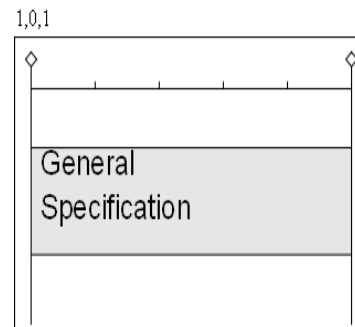
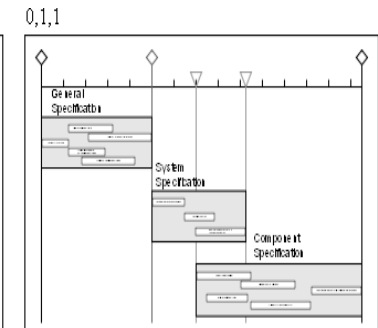
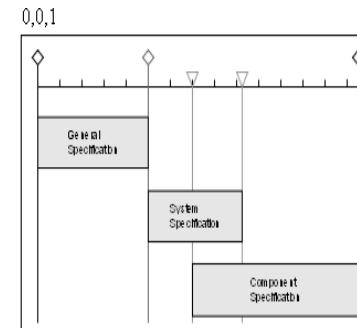
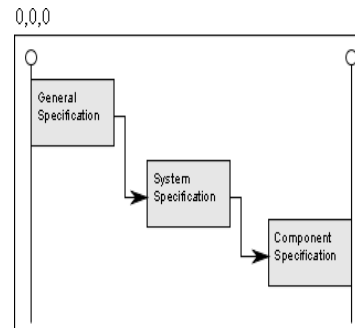
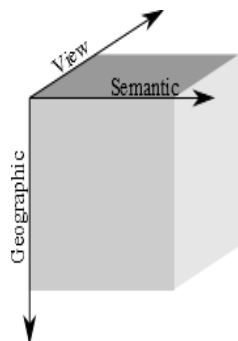
Business Process Repositories

Navigating in Repositories and Large Process Models



Initial situation

- 3-dimensional navigation space
- Different navigation states (g, s, v)
- State transitions (= user interactions)





Navigating in Repositories and Large Process Models

■ Some Challenges

- How to guide the user through the navigation space?
- How to recommend certain paths within the navigation space (i.e., to reduce number of interactions)?
- How to remove specific navigation states being not reasonable...
- How to assist users when the navigation space gets more complex...

➡ *A process navigation model is needed*

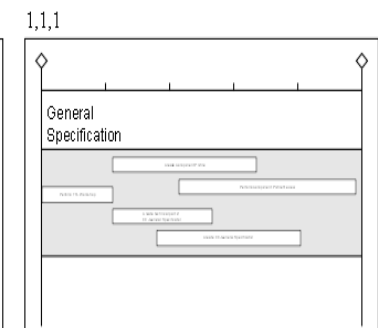
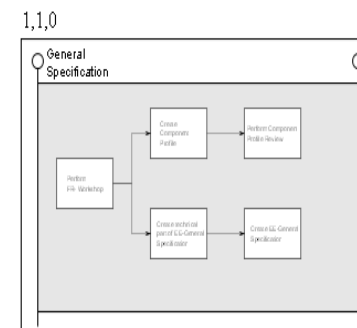
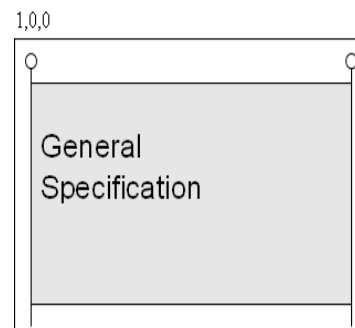
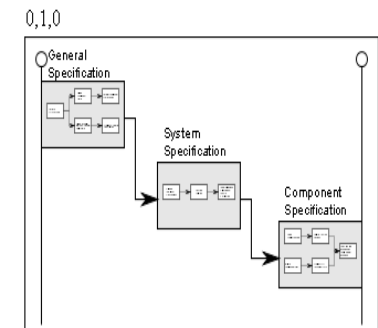
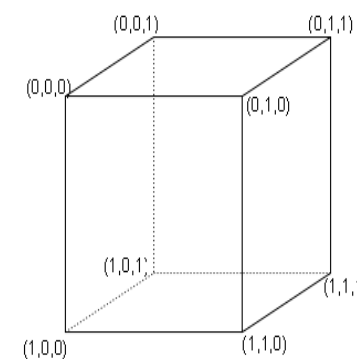
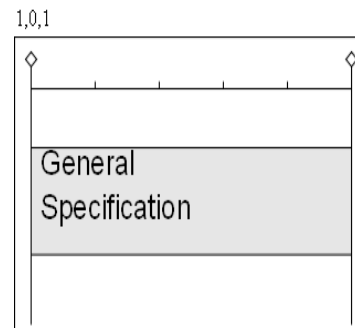
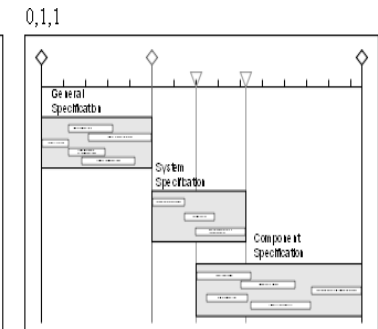
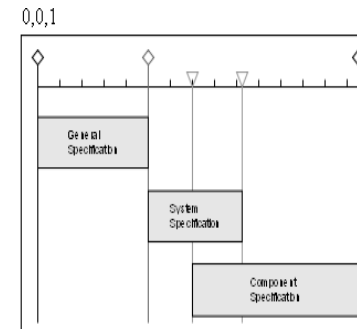
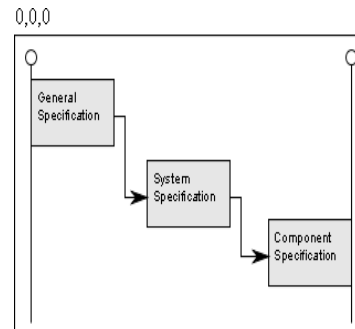
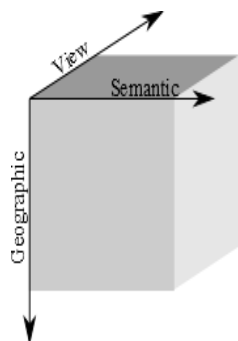
Business Process Repositories

Navigating in Repositories and Large Process Models



■ Typical use case

A developer wants to see which process step has to be done, after he completed the current process step.



Business Process Repositories

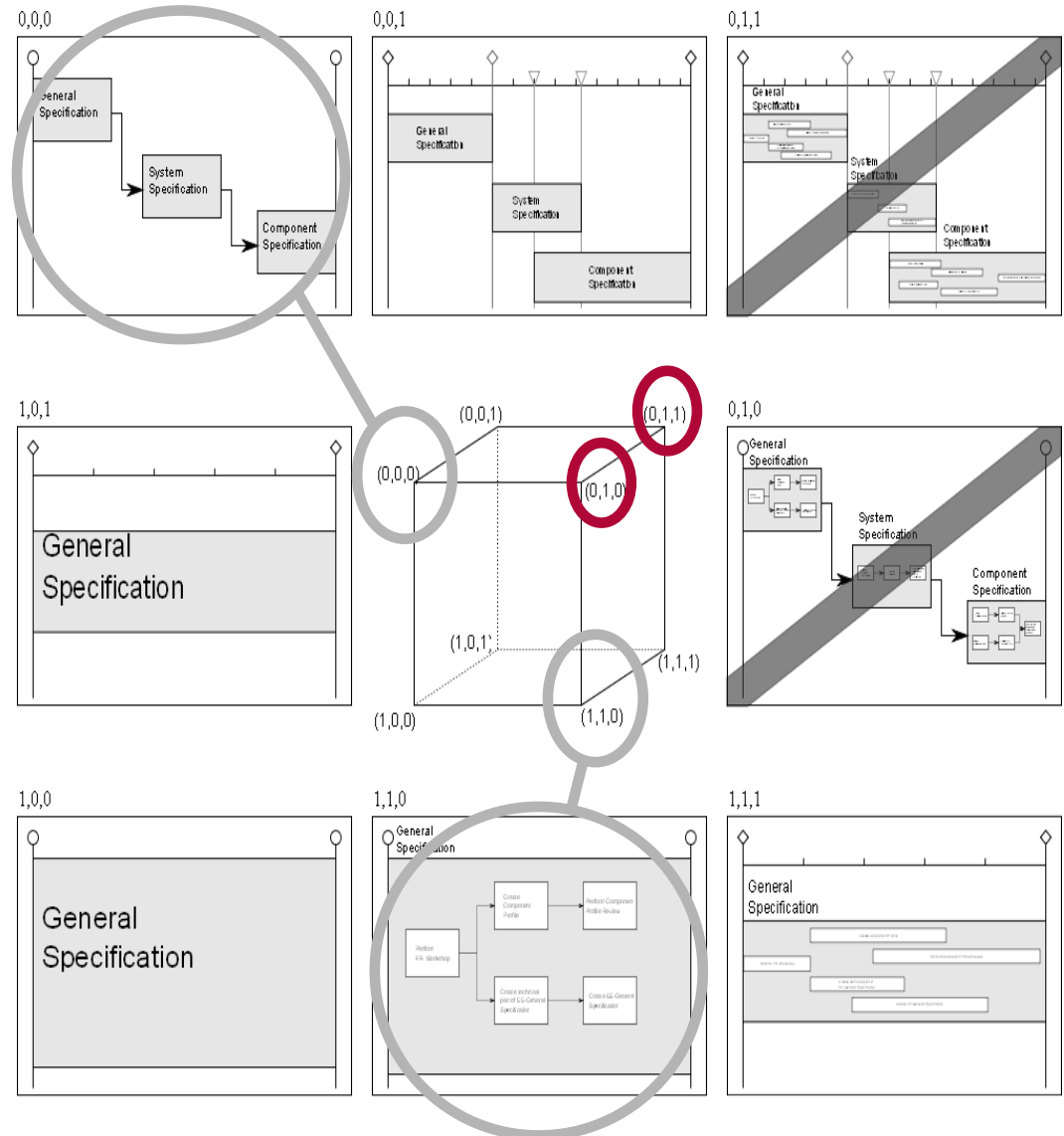
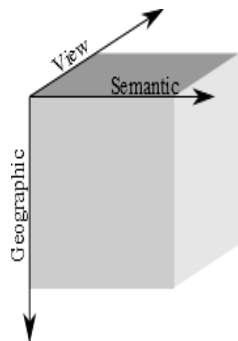
Navigating in Repositories and Large Process Models

- **Typical use case**

A developer wants to see which process step has to be done, after he completed the current process step.

Start: $(0,0,0)$

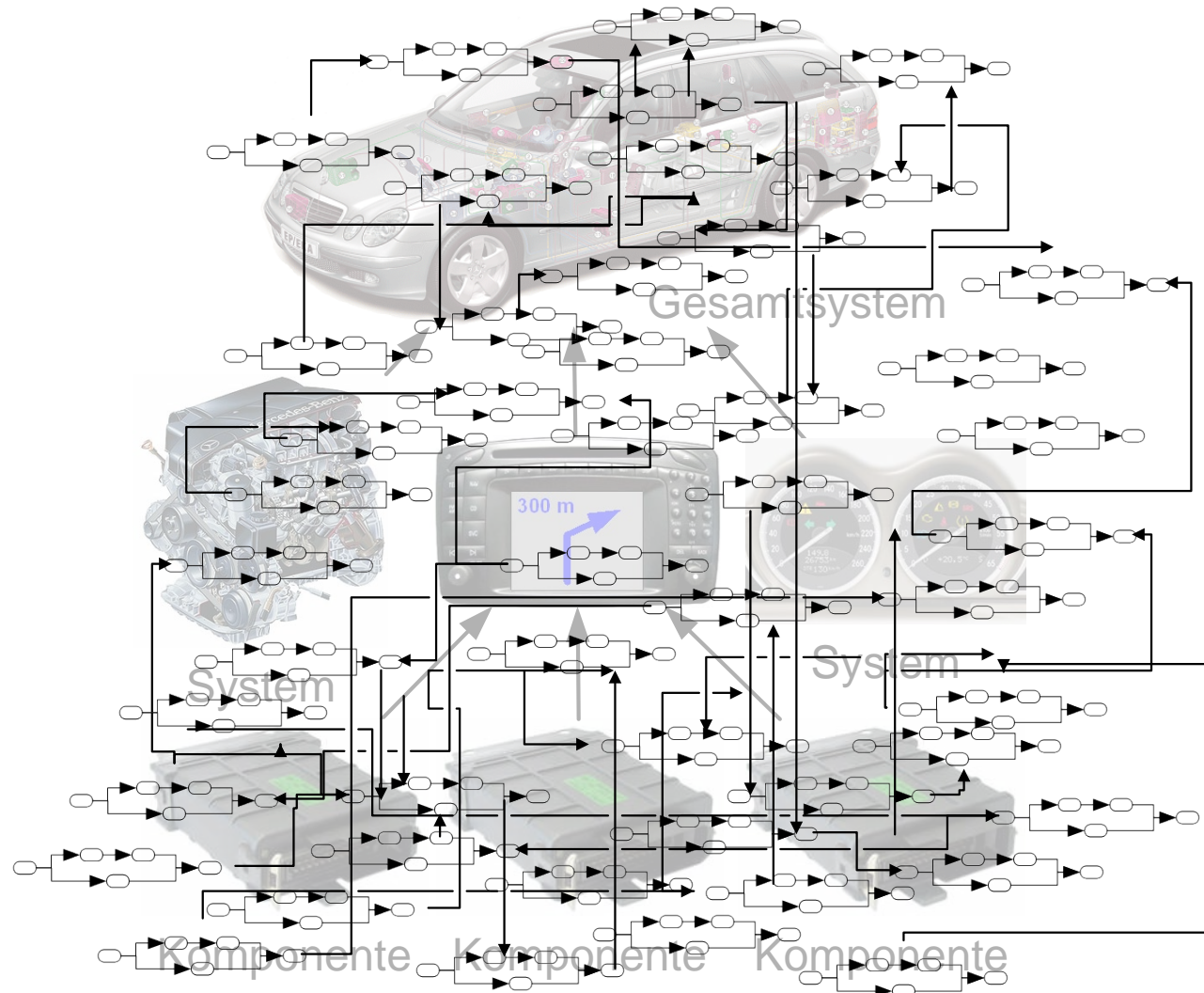
End: $(1, 1, 0)$





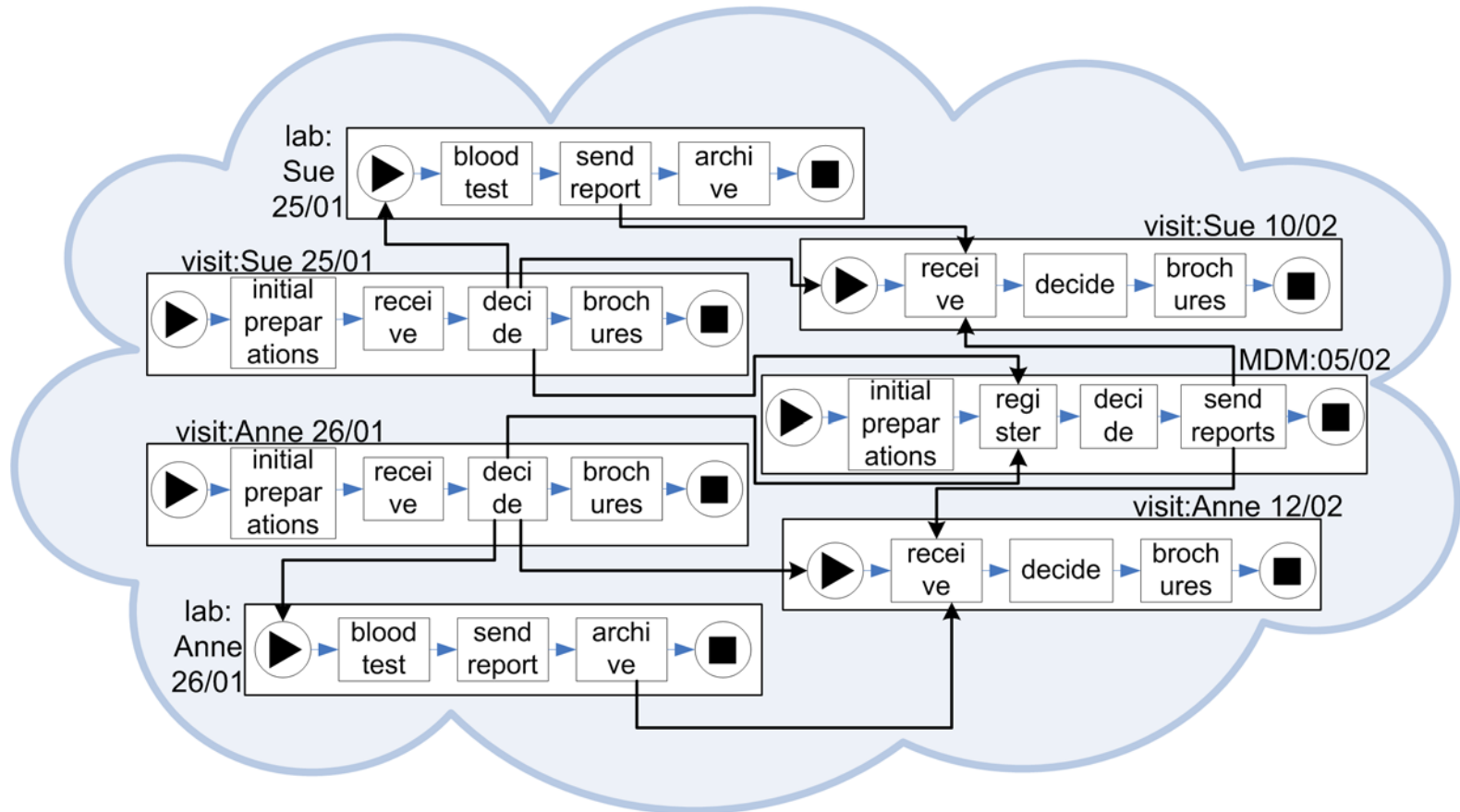
- Challenges & Basic Notions
- Part I: Large Process Models
- Part II: Large Process Model Collections
- Part III: Large Process Structures
- References

Large Process Structures Motivation



Large Process Structures

A Simple Example



Interacting process fragments.

*The arcs show the **interactions** that need to take place between fragment instances.*

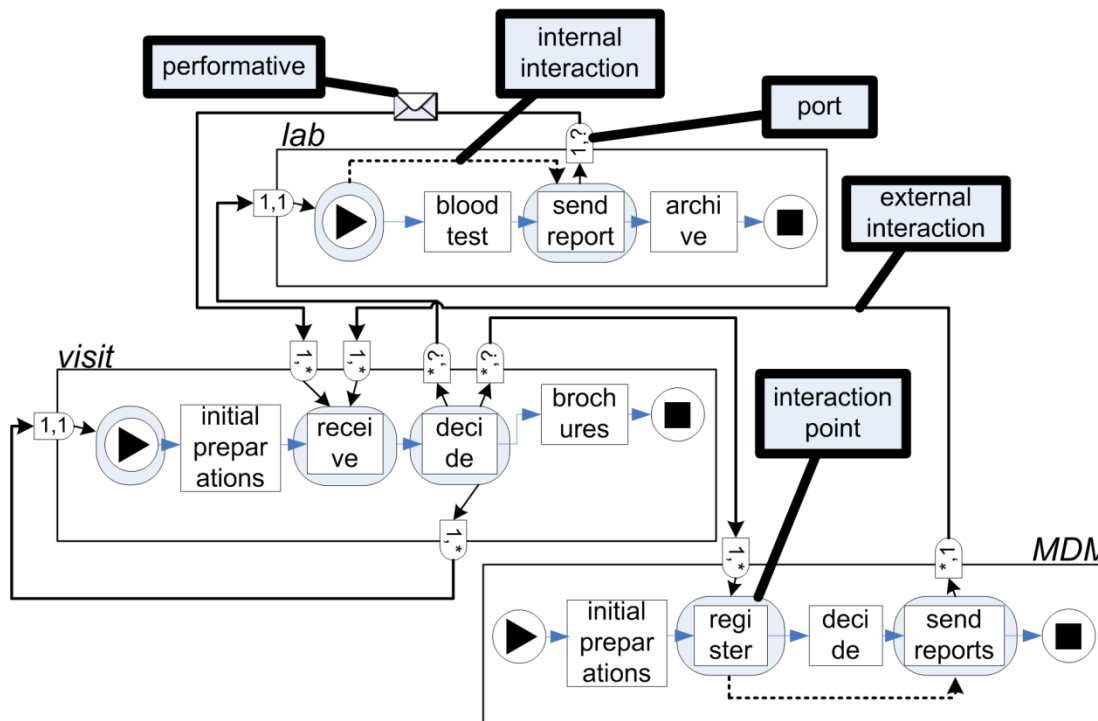
Large Process Structures

Proclets

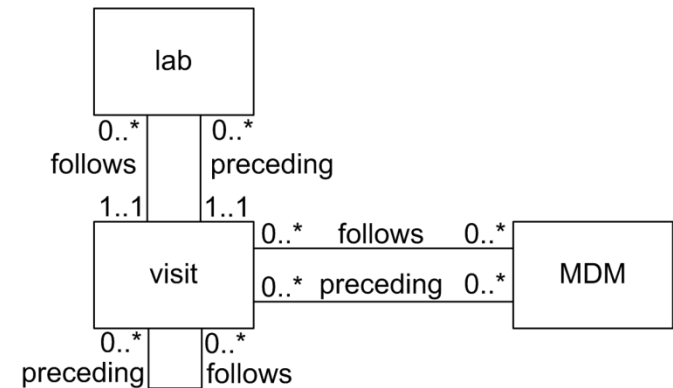


- Proclets provide a framework for modeling and executing workflows
- A *Proclet* can be seen as a lightweight workflow process able to interact with other Proclets (potentially at different levels of aggregation).
- A *Proclet class* specifies which tasks need to be executed and in which order, i.e., the Proclet class defines the process followed by individual Proclets. One instance is called a *Proclet instance*.

Large Process Structures Proclets



a) visit, lab, and MDM Proclet classes



b) class diagram containing the three Proclet classes

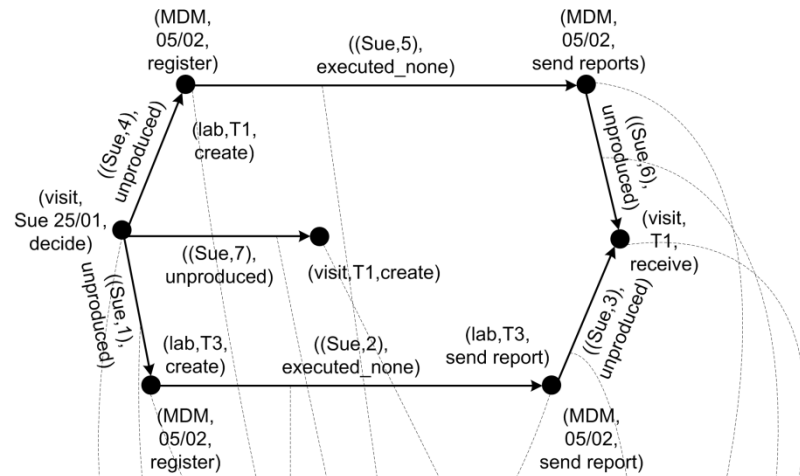
- $\ast, 1$ output port with cardinality \ast (zero or more recipients) and multiplicity 1 (precisely one occurrence during the lifetime of the Proclet)
- $1, +$ output port with cardinality 1 (precisely one recipient) and multiplicity $+$ (at least one occurrence during the lifetime of the Proclet)
- $1, ?$ input port with cardinality 1 and multiplicity $?$ (at most one occurrence during the lifetime of the Proclet)

c) examples of port attributes

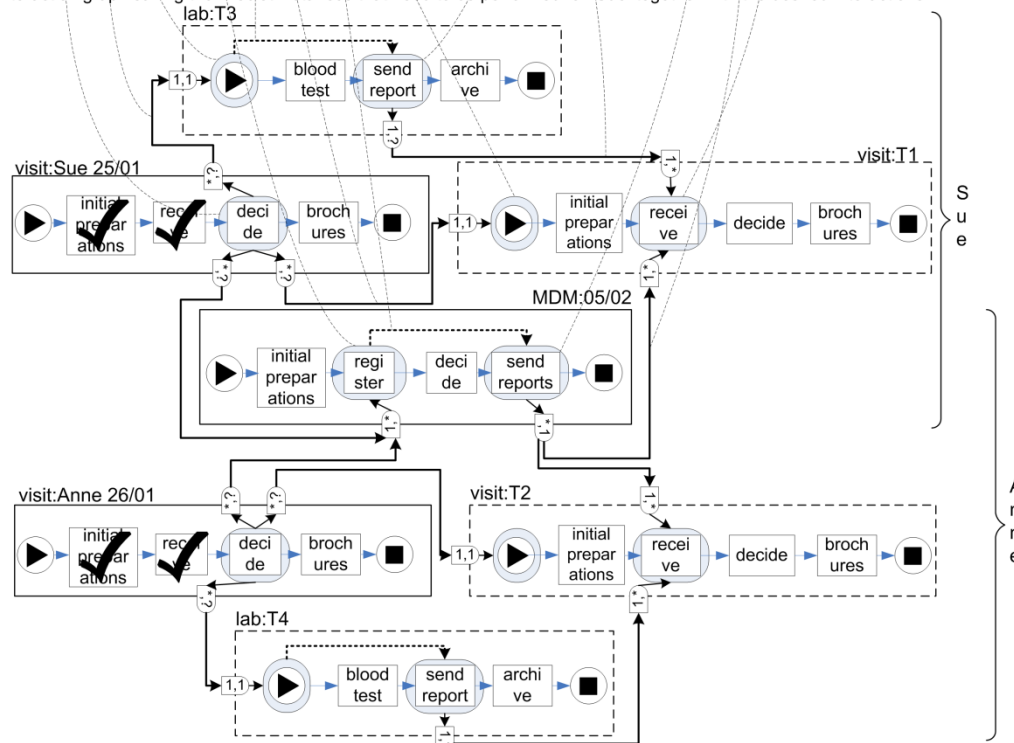
Proclet classes for the illustrated scenario

Mans et al., 2012

Large Process Structures Proclets



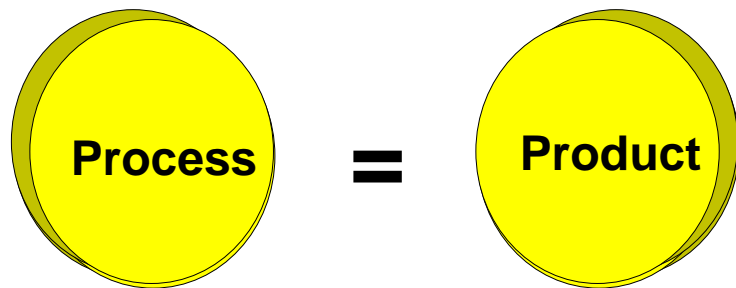
a) Interaction graph saving the Proclet instances that need to be performed for 'Sue' together with the desired interactions



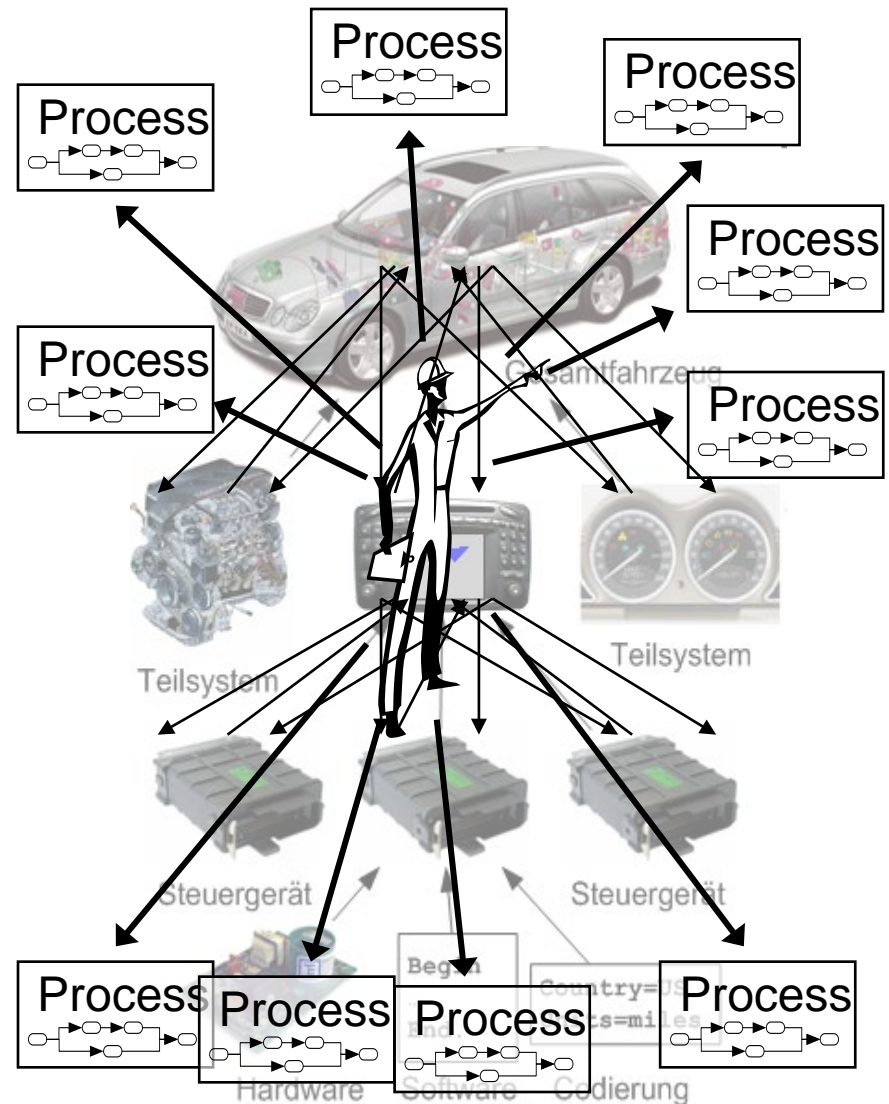
b) The Proclet instances that need to be performed for 'Sue' and 'Anne'. For both the desired interactions are shown. Furthermore, for 'Sue' the instances that need to be performed are linked with the interaction graph via dotted arcs

Large Process Structures

Data-driven Process Structures: Motivation

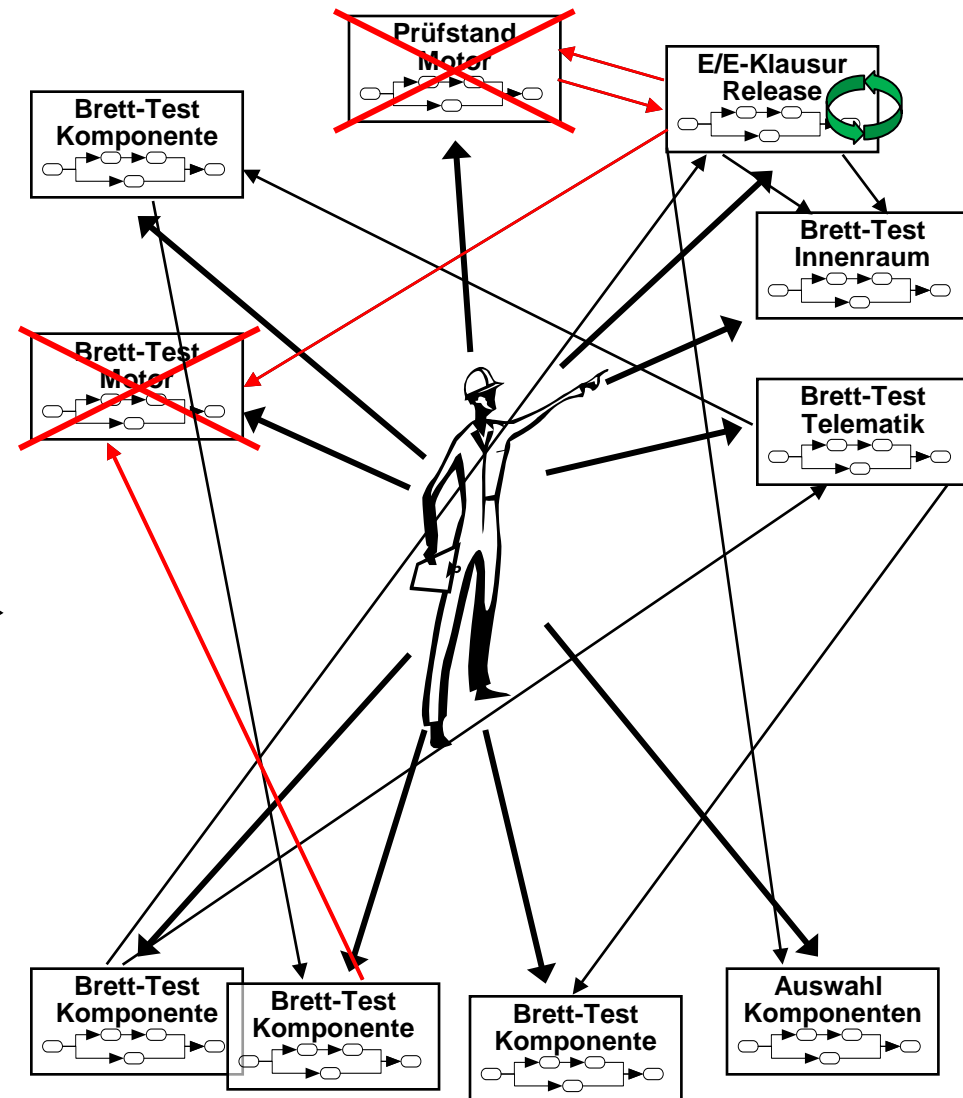
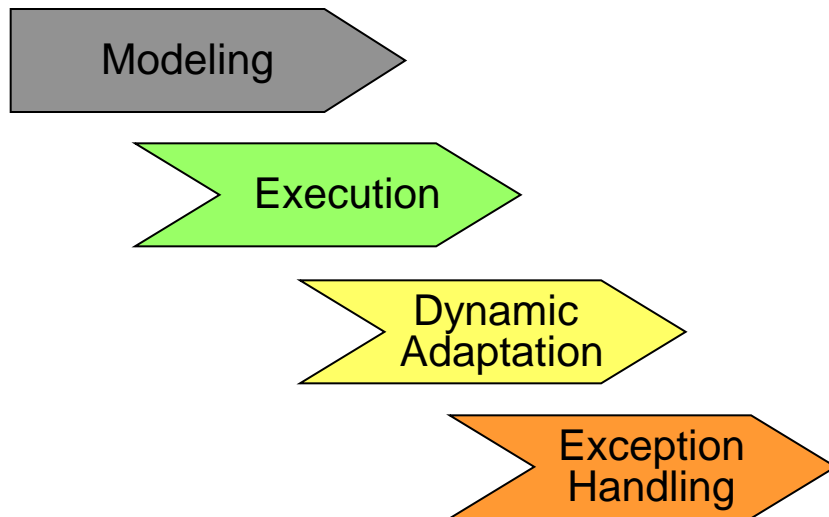


Process structure needs to be adapted when product structure changes!



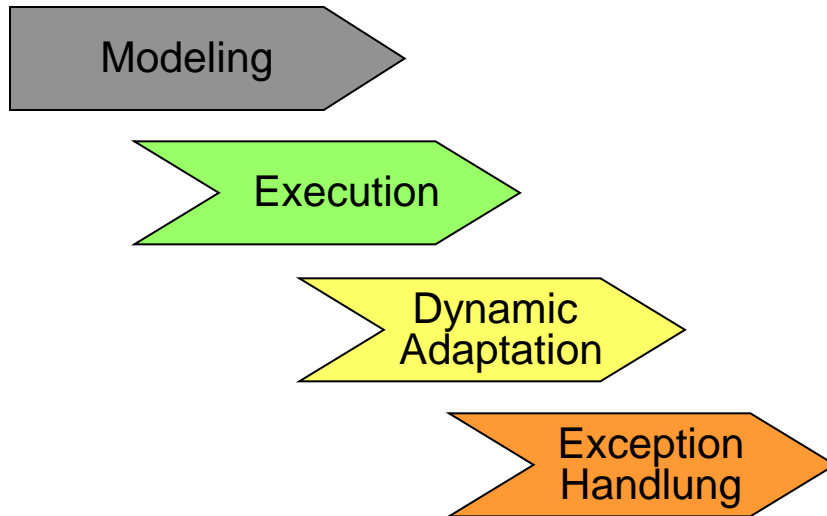
Large Process Structures

Data-driven Process Structures: Motivation

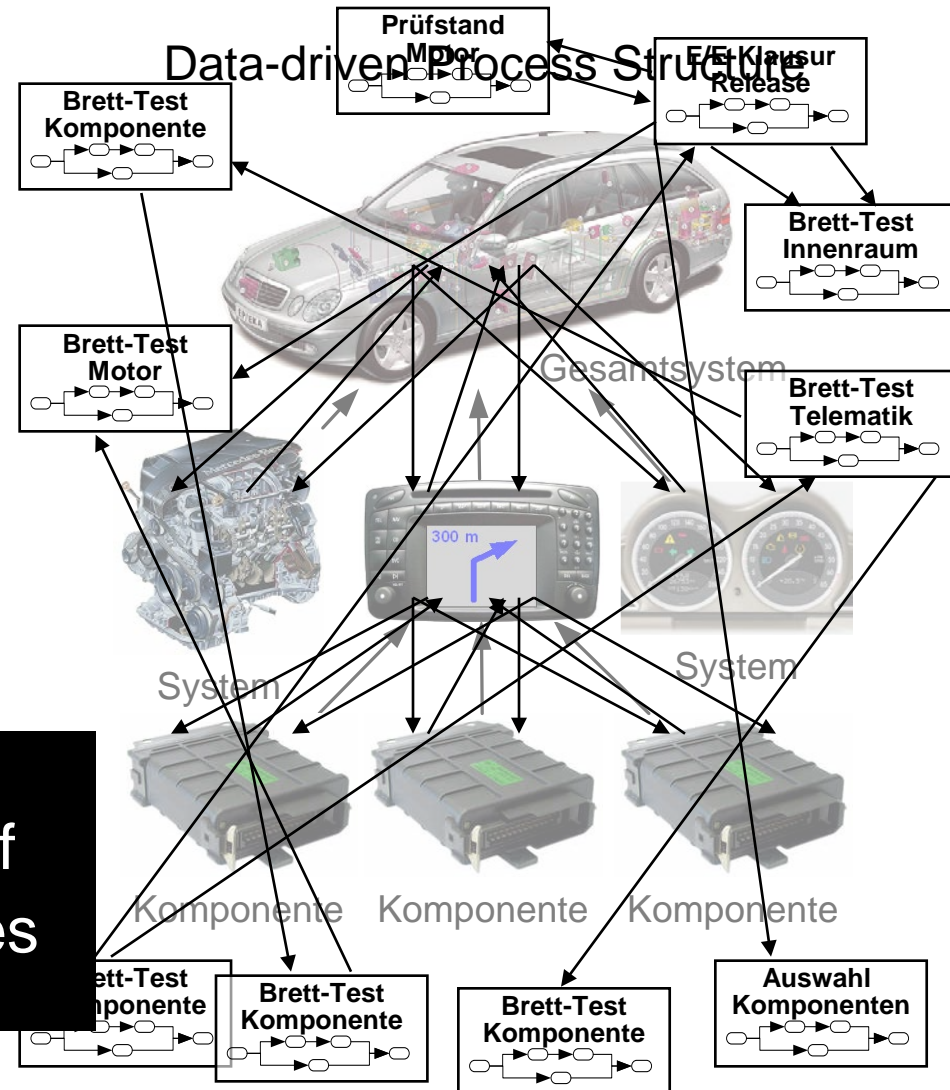


Large Process Structures

Data-driven Process Structures: Motivation



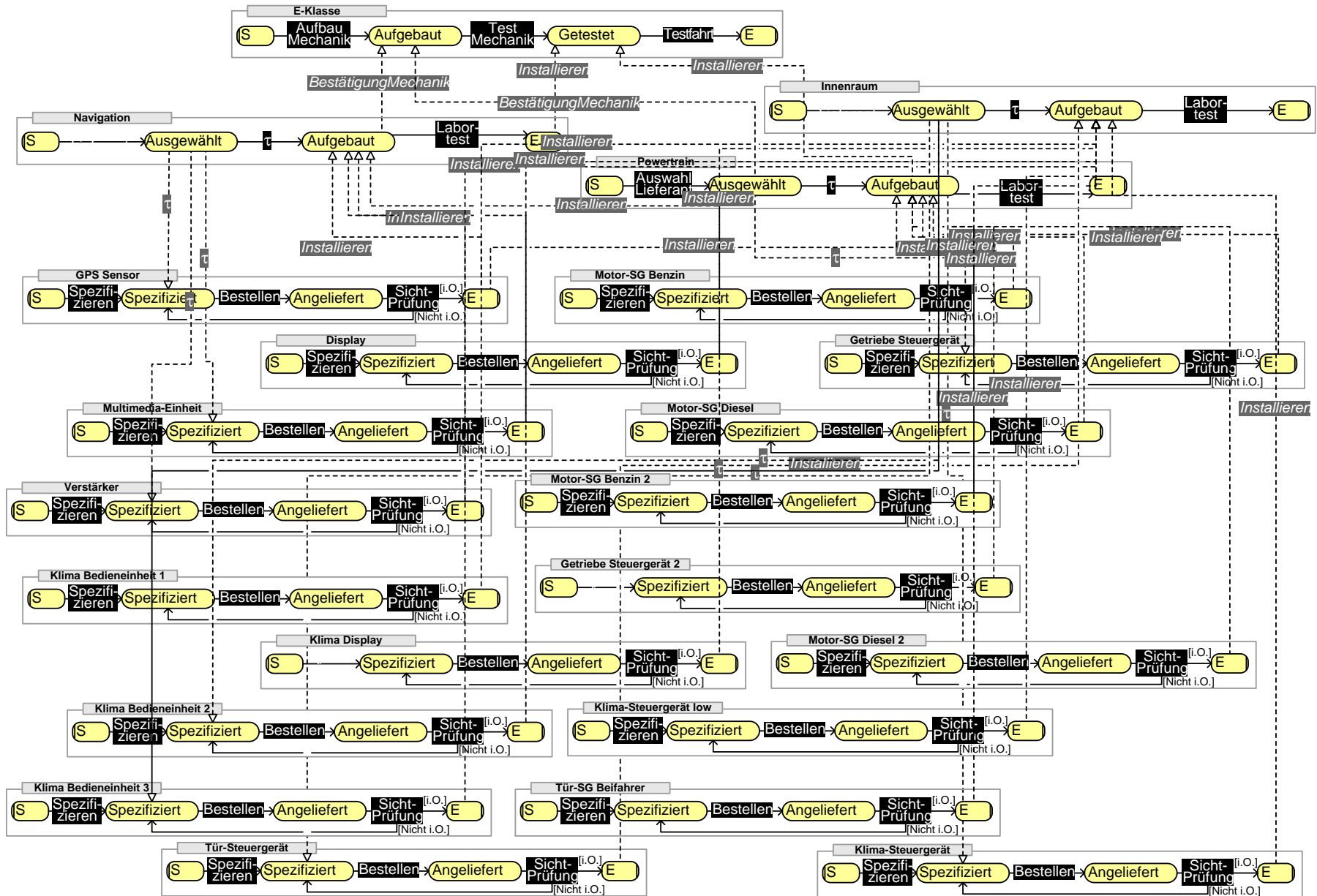
Corepro: Integrated Support of
Data-driven Process Structures



Large Process Structures



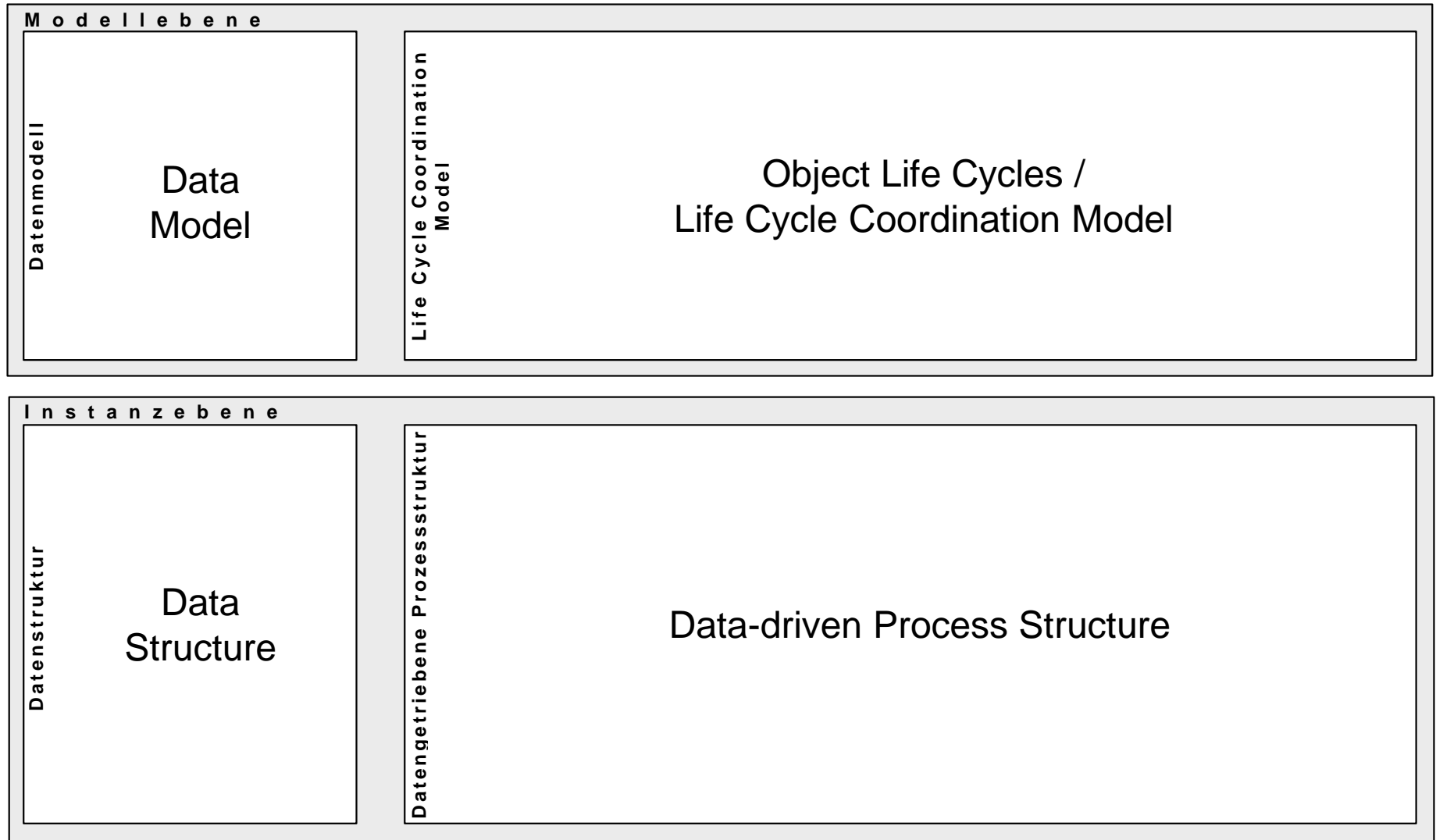
Datengetriebene Prozessstruktur



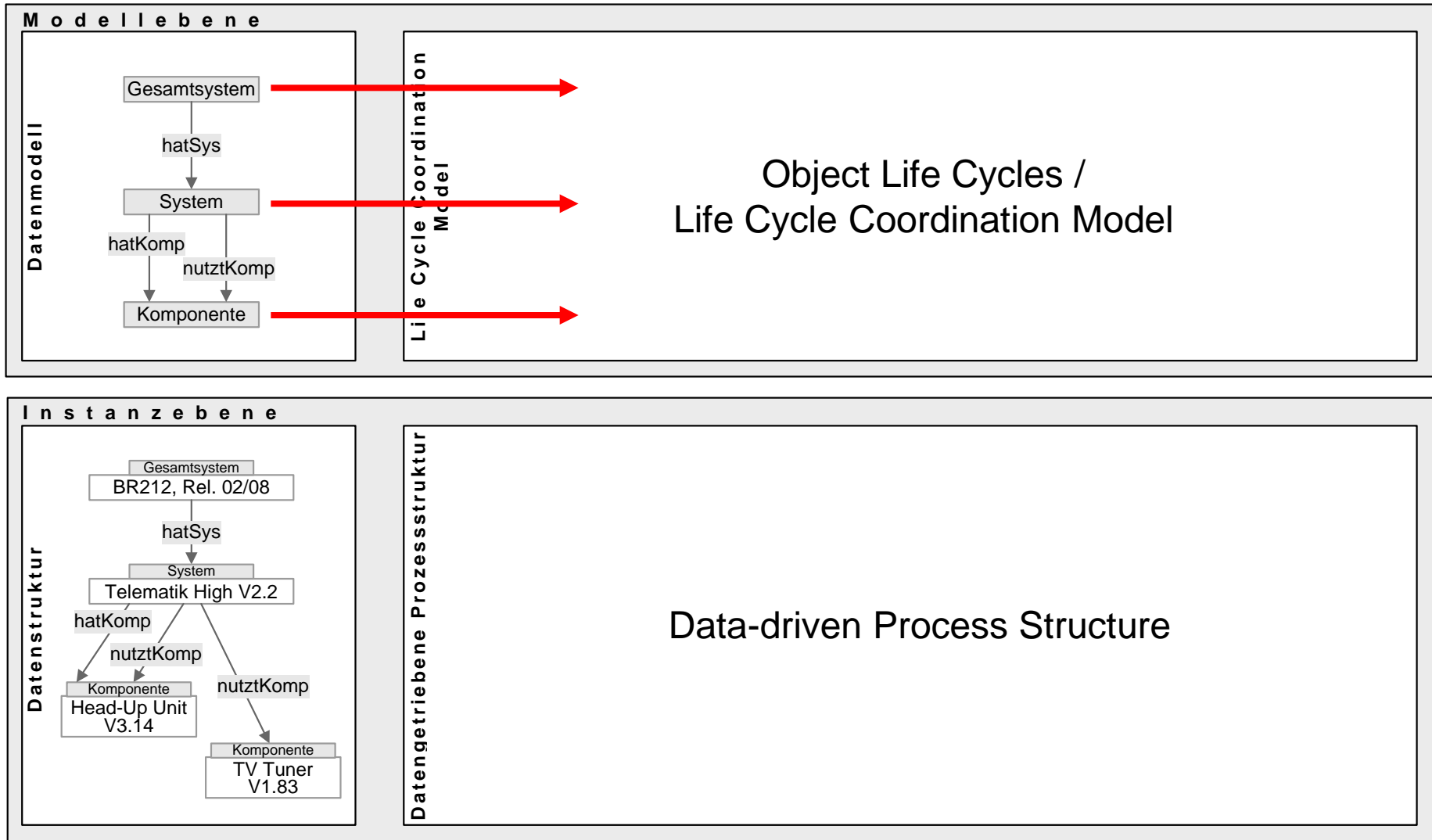


Data-Driven Process Structures: The Corepro Approach

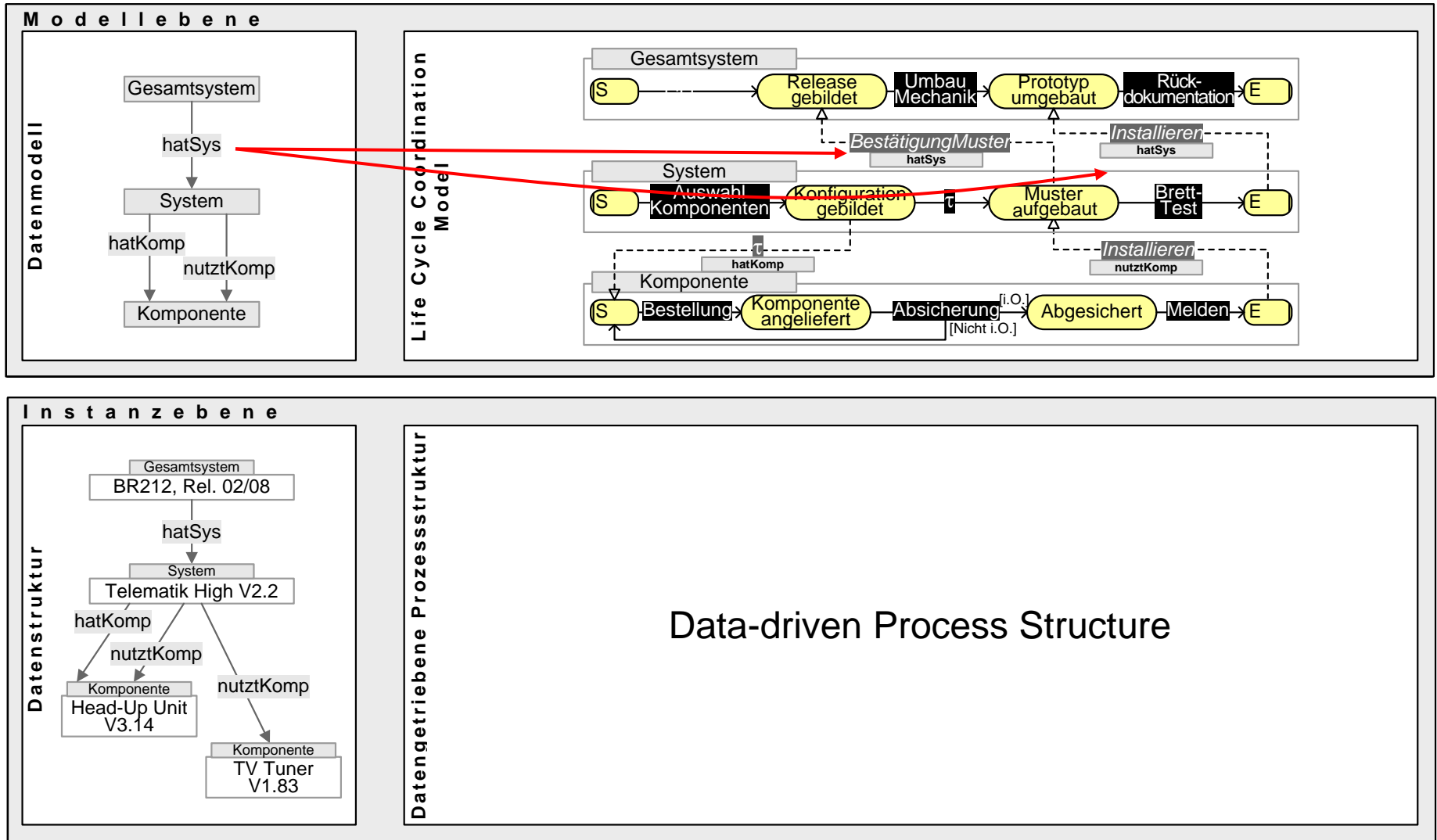
Large Process Structures Corepro



Large Process Structures Corepro



Large Process Structures Corepro

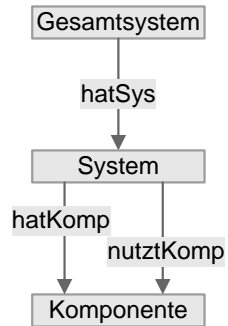


Large Process Structures Corepro

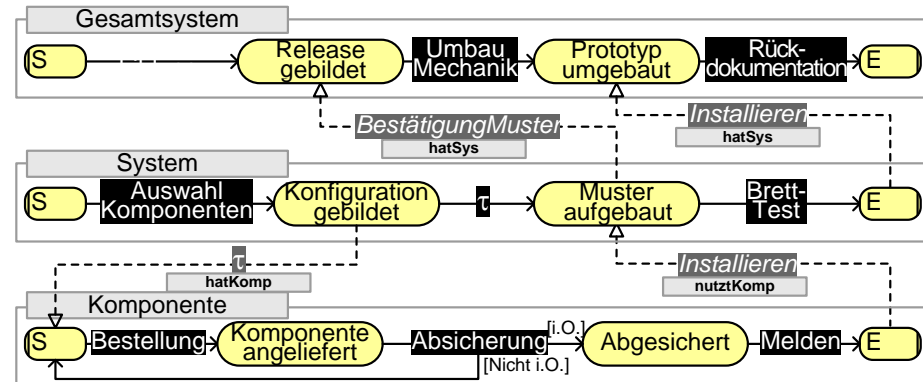


Modellebene

Datenmodell

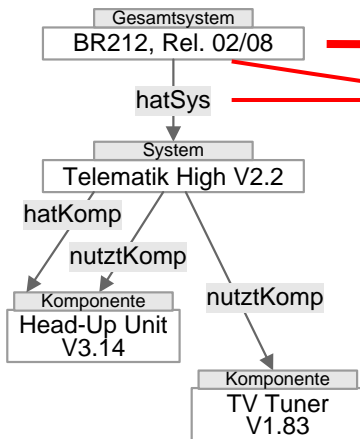


Life Cycle Coordination Model

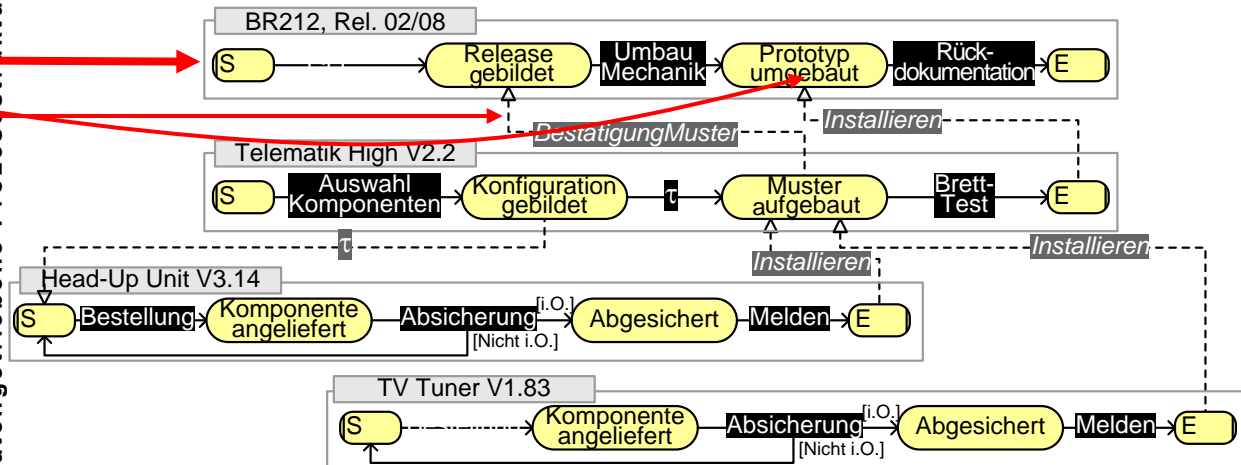


Instanzebene

Datenstruktur



Datengetriebene Prozessstruktur

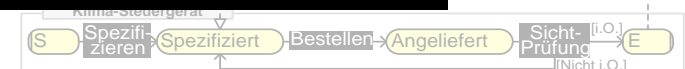




- ```

graph LR
 Start(()) --> SichtPruefung[Sicht-Prüfung]
 SichtPruefung -- "[i.O.]" --> E(E)
 E -- "[Nicht i.O.]" --> Start

```



# Large Process Structures

## Data-driven Process Structures: Corepro



### Data-driven Process Adaptation

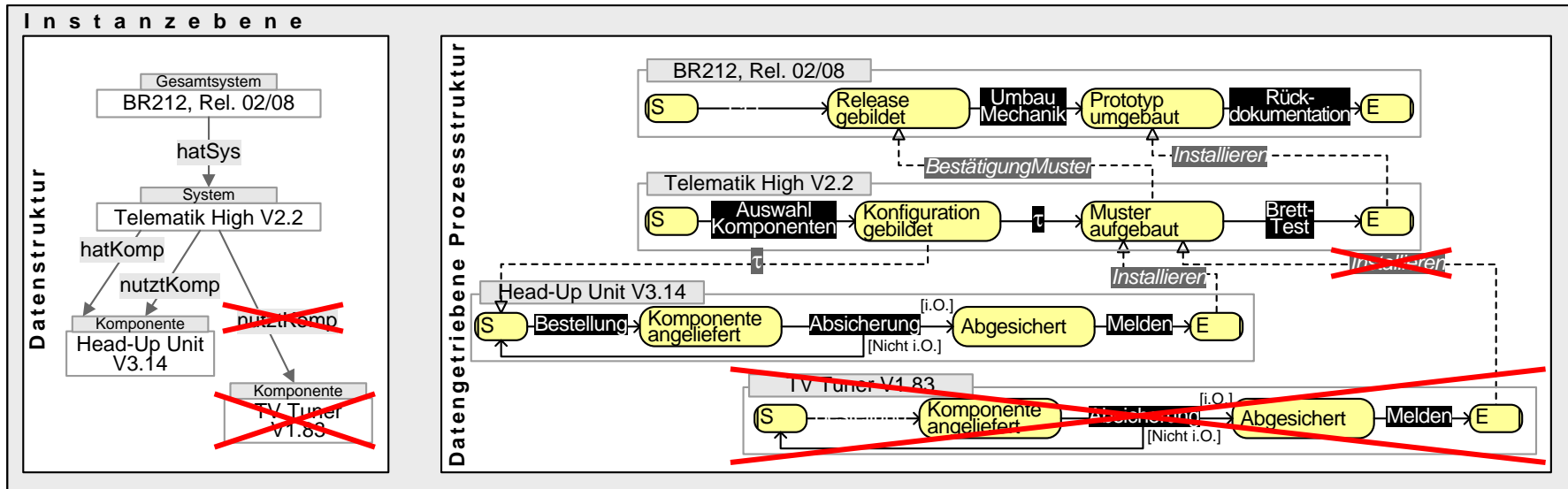
Müller et al. 2008a

#### Change Operation (Data Structure)

- 1) `removeRelation(Telematik High V2.2, TV Tuner V1.83, nutztKomp);`
- 2) `removeObject(TV Tuner V1.83);`

#### Change Operation (Process Structure)

- 1) `removeExtTrans(Telematik High V2.2 . Muster Aufgebaut, Installieren, TV Tuner V1.83 . E);`
- 2) `removeOLC(Tuner V1.83);`

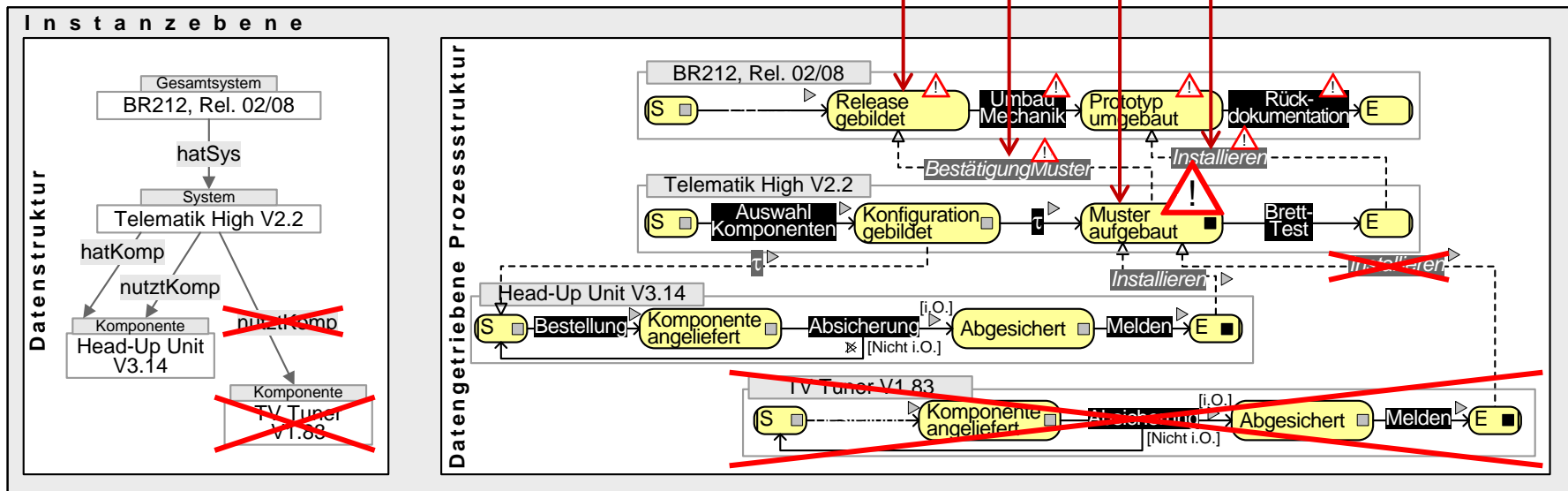
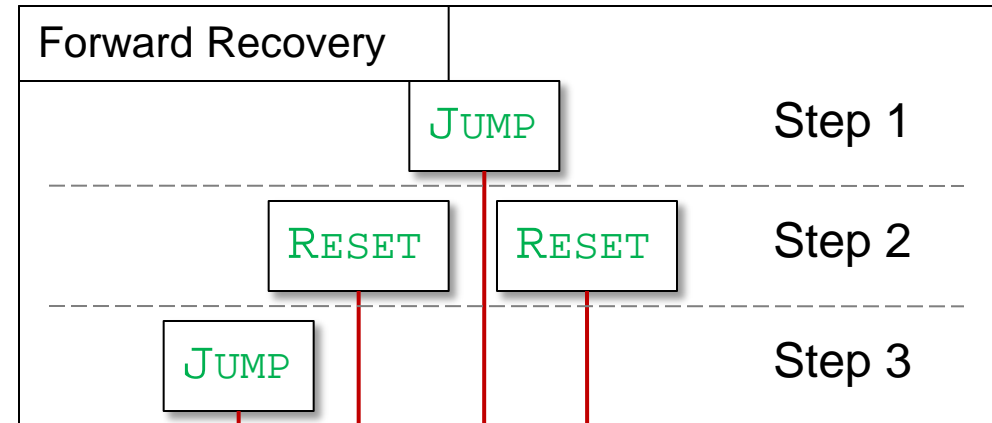


# Large Process Structures

## Data-driven Process Structures: Corepro



### Exception Handling

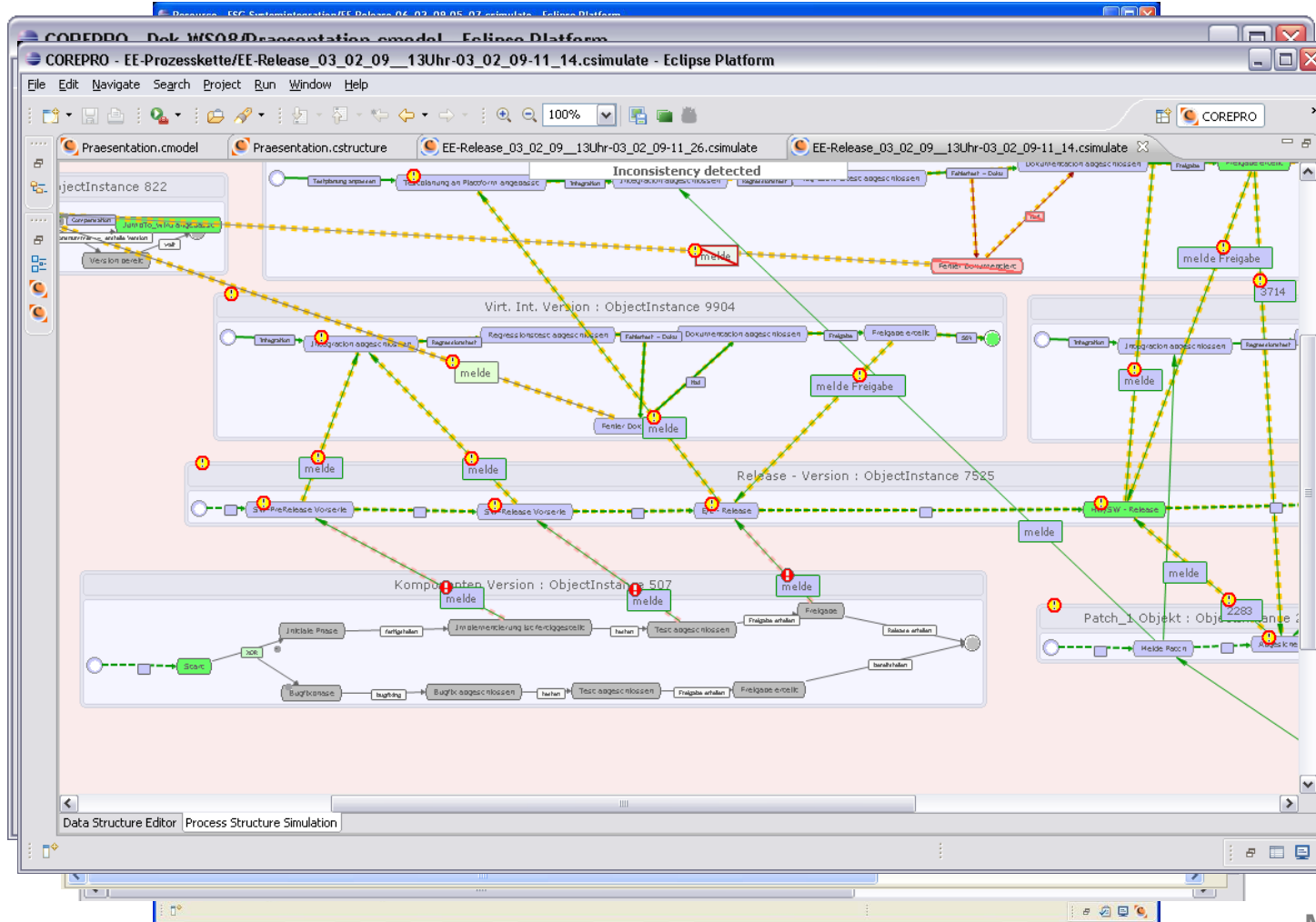


# Large Process Structures

## Data-driven Process Structures: Corepro Proof-Of-Concept



Automating the Integration of Multiple Data-driven Process Structures

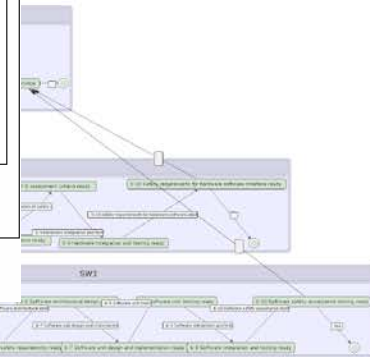
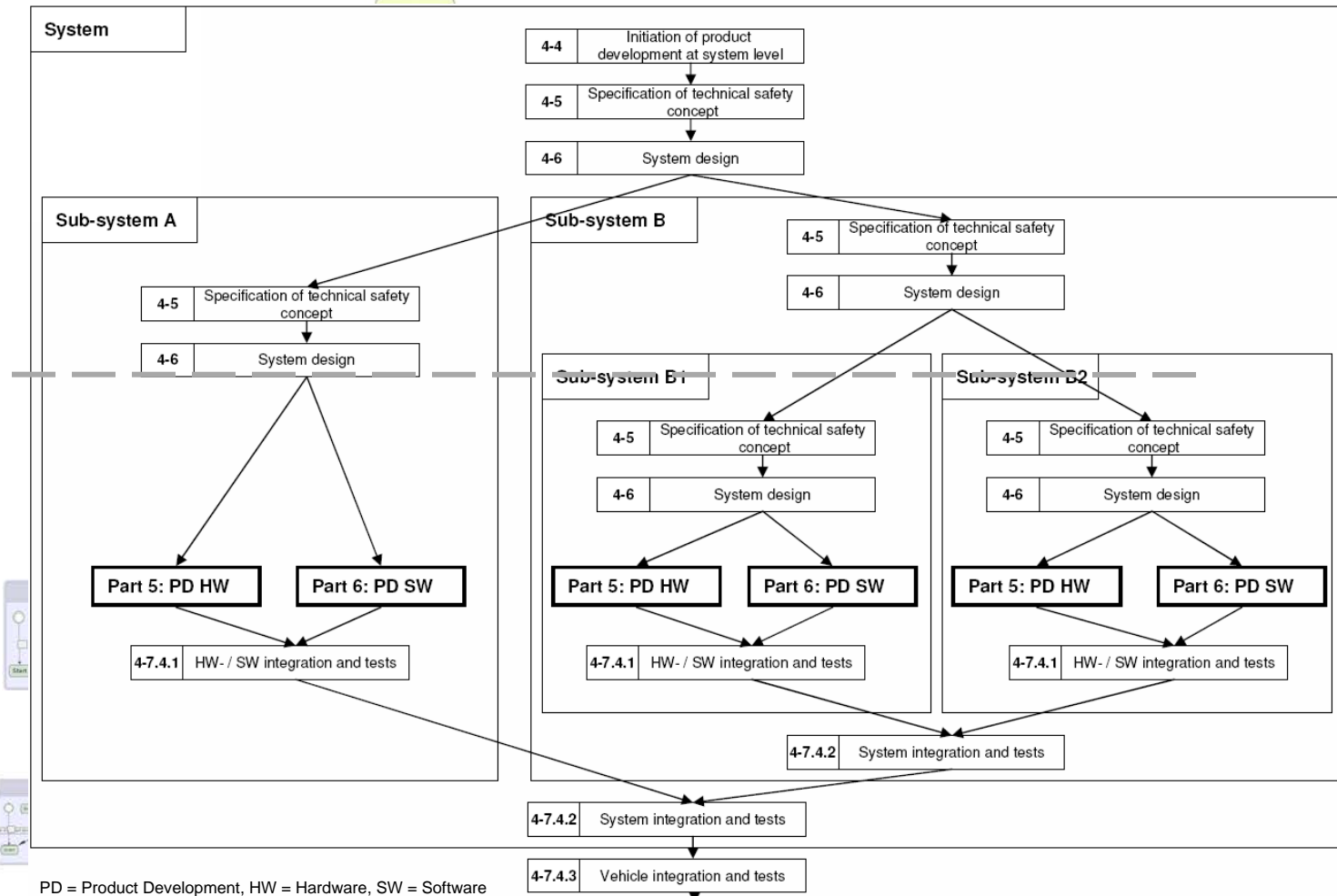




# Large Process Structures

## Corepro: Case Study ISO 26262 -- Road Vehicles, Functional Safety

Instance Level: Data Process Structure for Product Development Process Structure



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