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2 Business Modelling

2.1 Workflow

2.1.1 Purpose

The purpose of business modelling is:

- To understand the structure and dynamics of the business domain,
- To ensure that all users, standards developers and software providers have a common understanding of the business domain,
- To understand the daily business in the business domain independent of any technical solution,
- To create categories to help partition the business domain that enables an iteration plan to complete the model,
- To structure the model in the form of a Business Operations Map (BOM)
- To capture the justification for the project,
- To identify the stakeholders concerned with the modeled domain, some who will be independent of the processes within the domain.

2.1.2 Business Modelling Methodology

The fundamental principle for this workflow is to populate a model according to the business operations map metamodel.

2.1.3 Business Modeling workflow Use case

The use case that creates the Business Operations Map involves the business domain expert, the business process analyst and technical modeler, as shown in Figure 7. The business process analyst acts as a facilitator to extract business knowledge from the business domain expert. The technical modeler acts as a recorder within this knowledge capture.

The primary activity is to understand the justification for the project and to determine the scope and categorization of the domain in preparation for modeling the project.

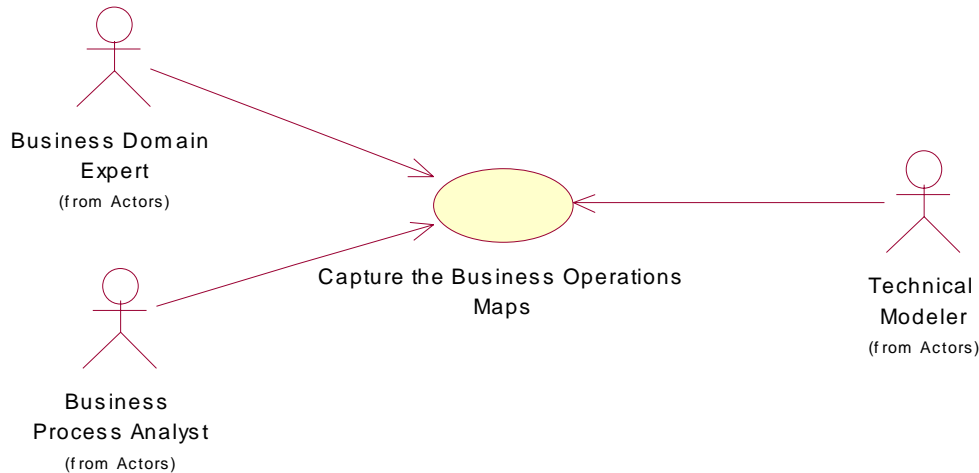


Figure 7. Business Modeling Workflow Use Case Diagram

2.1.4 UMM Framework: Business modeling workflow

Figure 8 highlights the methodology steps, and the artifacts created. At the time of this writing, UN/CEFACT has not specified any business patterns that could be used in this workflow. There are efforts underway to discover reference material applicable for e-Business.

Workflow	Methodology	Pattern	Model Artifacts [UML]
Business Modelling	<ul style="list-style-type: none"> Domain Analysis Use Case Analysis Process Discovery Activity Modeling 	<ul style="list-style-type: none"> Business Patterns (TBD) 	BOM <ul style="list-style-type: none"> Business Area [Package] Process Area [Package] Process(es) [Use Cases][Activity Diagrams] Business information objects

Figure 8. Extract from the UMM Framework

2.1.5 Describe the Justification for the project

A statement of justification of the project is gained through reaching an understanding of the business domain as an area of opportunity or concern. Agreement is reached with the stakeholders involved in the decision to initiate the modelling process. This could include the definition of one or more industries or other types of business category involved in the domain.

2.1.6 Domain Analysis

A business domain may be large and complex, and starts from information and documentation provided by the business experts contributing to this workflow. The domain analysis yields a categorization of the domain into business areas, process areas, and business processes. The following are the recommended steps.

At the domain level, detail the following information:

- Business justification,
- Business Areas involved (names),
- Processes (names) within Business Areas,
- Domain scope (high level statement that encapsulates the scope of all the business areas).
- Objective,
- References,
- Business opportunity,
- Boundary of the domain,
- Constraints,
- Stakeholders involved at this level

For each business area, detail the following information:

- Objective,
- Scope,
- Boundary of the business area,
- Constraints,
- Stakeholders involved at this level,
- Process areas involved,
- **Note:** iterate up to the domain level, to ensure that scope is not changed.

For each process area within the business area, detail the following information:

- Objective,
- Scope,
- Boundary of the process area,
- Constraints,
- Stakeholders involved at this level,
- Business processes involved represented as business process use cases,
- **Note:** iterate up to the business area, to ensure that ALL the information at that level is not changed.

For each business process use case, detail the following information:

- Use case description,
- Activity diagram.

Also, identify business information objects that are likely to be referenced.

The activity diagrams in this workflow will likely discover more refined business process use cases. The BOM metamodel allows a business process to be represented by more refined business processes. **NOTE:** At the point where the business process can not be broken down into more child business processes, the parent business process can be

called a business collaboration use case as specified in the Requirements workflow. This point is reached when the activity diagram contains at least one activity that is an atomic business transaction according to the analysis patterns of 8.3. Other activities in the business collaboration use case may be business collaboration use case(s) and/or other atomic business transactions. However, when at least one activity corresponds to an atomic business transaction, the domain analysis is complete and the business modelling workflow should transition to the requirements workflow.

The Business Operations Map (BOM) of a business process model specifies the use case scenarios, input and output triggers, constraints and system boundaries for business areas, business processes, business collaboration protocols, business transactions and their interrelationships. Business process are partitioned, arranged and interrelated using a BOM to promote human understanding and to facilitate specific business model configurations (e.g. build-to-order and build-to-stock).

2.2 Artifacts

2.3 Guidelines

2.4 Example