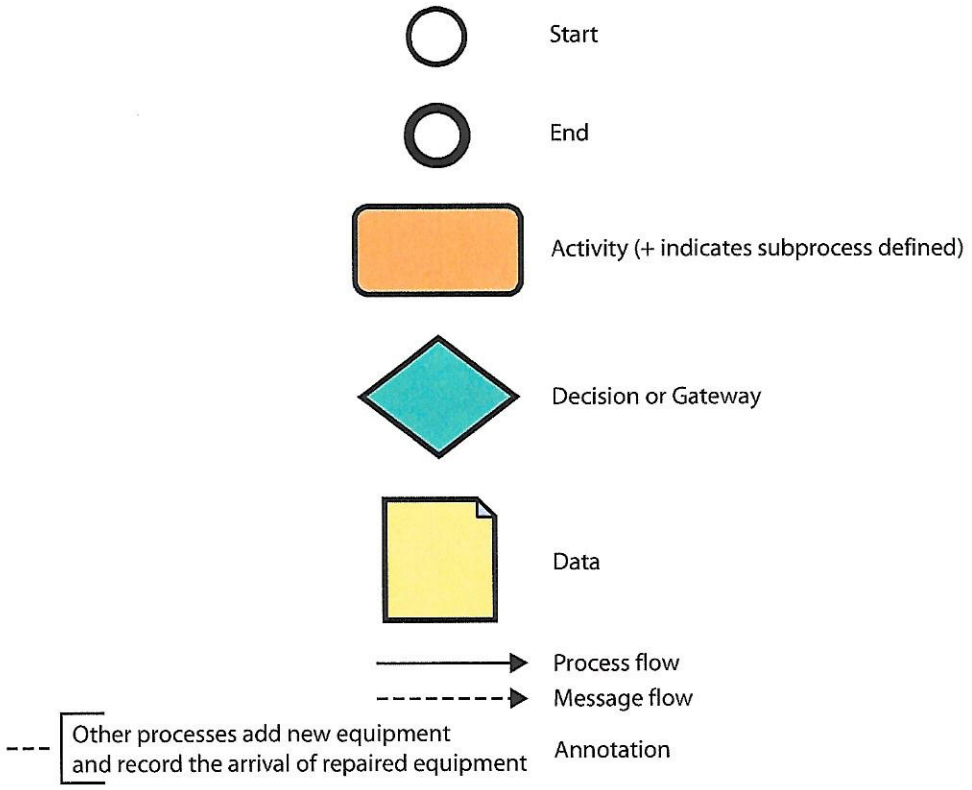

Figure 10-4
Business Process Management Notation (BPMN) Symbols

in that role's swim lane. Swim-lane layout simplifies process diagrams and draws attention to interactions among components of the diagram.

Two kinds of arrows are shown. Dotted arrows depict the flow of messages and data flows. Solid arrows depict the flow or sequence of the activities in the process. Some sequence flows have data associated with them as well. According to Figure 10-5, the customer sends an RFQ (request for quotation) to a salesperson (dotted arrow). That salesperson prepares a quotation in the first activity and then (solid arrow) submits the quotation back to the customer. You can follow the rest of the process in this diagram. Allocate inventory means that if the items are available they are allocated to the customer so that they will not be sold to someone else.

Diamonds represent decisions and usually contain a question that can be answered with yes or no. Process arrows labeled Yes and No exit two of the points of the diamond. Three of the activities in the as-is diagram contain a square with a plus (+) sign. This notation means that the activity is considered to be independent of this process and that it is defined in greater detail in another diagram.

For example, the Check Customer Credit subprocess is shown in Figure 10-6. Note the role named *CRM* in this subprocess. In fact, this role is performed entirely by an information system, although we cannot determine that fact from this diagram. Again, each role is fulfilled by some set of resources, either people or information systems, or both.

Using Process Diagrams to Identify Process Problems

The processes shown in Figures 10-5 and 10-6 have problems. Before you continue, examine these figures and see if you can determine what they are.

The problems in these processes involve allocations. The Operations Manager role allocates inventory to the orders as they are processed and the Credit Manager role allocates credit to the customer of orders in process. These allocations are correct as long as the order is accepted. However, if the order is rejected, these allocations are