

# A PETRI NET MODEL OF PROCESS PLATFORM-BASED PRODUCTION CONFIGURATION

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**Abstract:** In the literature process platform-based production configuration (PPbPC) has been proposed to obtain efficiency in product family production. In this paper, we present a holistic view of PPbPC, attempting to facilitate understanding and implementation. This is accomplished through dynamic modelling and graphical representation based on Petri nets (PNs) techniques. To cope with the modelling difficulties, we develop a new formalism of hierarchical colored timed PNs (HCTPNs) by integrating the basic principles of hierarchical PNs, timed PNs and colored PNs. In the formalism, three types of nets together with a system of HCTPNs are defined to address the fundamental issues in PPbPC. A case study of electronics products is also reported to demonstrate PPbPC using the proposed formalism.

## 1 INTRODUCTION

While designing families of related products based on product platforms has been recognized as an effective means of quickly fulfilling diverse individualized customer requirements at low costs, to efficiently produce these products, methods to plan production processes by considering the optimality of the cohort of an entire family rather than individual products must be developed, as pointed out by, e.g., EIMaraghy (2006), Wiendahl et al. (2007). The reported studies (e.g., Bley and Zenner, 2006; EIMaraghy, 2007; Schierholt, 2001; Williams et al., 2007) introduce concepts such as process parameter platform, process configuration, reconfigurable process planning, variant-oriented planning to plan either manufacturing or assembly processes for part or assembly families, which are the components of end-product families. On the other hand, efficient production of component parts or assemblies alone is not enough to ensure effective advantages for a company since end-products, instead of parts or assemblies, are the focus (Silva and Alves, 2006).

In response to the limitations of the existing research, Zhang (2007) proposes process platform-based production configuration (PPbPC) to help companies plan production processes for end-product families where both component parts and assemblies are considered. The published work has

separately addressed issues pertaining to PPbPC from different aspects, e.g., the structural model of a process platform (Zhang et al., 2007), the mapping relationships between product and process variety inherent in PPbPC (Jiao et al., 2007), to name but two, without presenting a complete picture. This study, thus, attempts to introduce a holistic view of PPbPC to facilitate understanding and implementation. It is accomplished by developing a dynamic model of PPbPC, i.e., modelling how production processes are configured from a process platform for a given product family.

Among the modelling techniques such as data flow graphs, UML, Petri nets (PNs) and workflow management coalition formalism, the comparison results of some studies have proven that PNs are the most desirable one to model complex systems/processes due to their graphical representation, formal analysis and executability (Cortes et al., 2003; Dussart et al., 2004). Thus, in this study we adopt PN techniques. The fundamental issues in PPbPC discussed in (Zhang, 2007) result in several modelling challenges, including handling product and process variety, accommodating process variations, dealing with configuration granularities and satisfying constraints. To meet these unique modelling difficulties, in this study we develop a new formalism of hierarchical colored PNs (HCTPNs) based on the principles of colored PNs (Jensen, 1997), timed PNs (Ramachandani, 1974)

and hierarchical PNs (Fehling, 1993). In the following two sections, an overview of PPbPC and an industrial example which we use to demonstrate the modelling of PPbPC based on the proposed formalism are introduced, respectively.

## 2 OVERVIEW OF PPBPC

### 2.1 Process Platform

In relation to a product family, a process family refers to a set of production processes which fulfil all individual products belonging to the family (Zhang, 2007). As with the common product structure assumed by all products in a family, a common process structure is inherent in the corresponding process family. In essence, a process platform entails a conceptual structure and overall logical organization of a process family in relation to a product family. It provides a generic umbrella to capture and utilize commonality in planning production processes for the product family. More specifically, a process platform is underpinned by an integrated product-process structure common to both the product and process families. Thus, a process platform includes all design data pertaining to the product family, e.g., assemblies, parts, design parameters, value instances, and these of the process family, e.g., operations, manufacturing resources (i.e., machines, tools, fixtures, jigs, etc), setups. These product and process family data are organized by following the material requirement links (i.e., the links among material inputs, operations and product outputs) in general, the mapping relationships enabled by design parameters and their value instances in particular (Zhang et al., 2007).

### 2.2 Production Configuration

Within a process platform, for a given member of the associated product family, production configuration takes the BOM (i.e., bill of materials) and a list of product specifications of a given product as inputs. The proper process elements, such as abstract processes for individual product items (including the end-product), operations, machines, tools, fixtures, estimated cycle times, and setups are then selected. Subsequently, these selected process elements are arranged into feasible production processes, where the abstract processes are replaced with process details, for producing the given end-product. Both selection and arrangement are subject to constraints among product and process data.

Finally, evaluation of the configured multiple feasible production processes takes place to determine the most appropriate one.

In line with the fact that the hierarchical structure of a product can be regarded as a collection of independent product items organized at different levels of abstraction, production configuration is an iterative process of configuring process for each product item specified in the BOM along the hierarchical structure per se. At each configuration, only the child items at the immediate lower level are considered. It starts with the end-product at the top level of the hierarchy. The results are: 1) abstract processes for the immediate child items - be they parts or assemblies, 2) assembly operations involving these child items and WIPs (work in processes), 3) manufacturing resources required to complete the corresponding operations, estimated cycle times and setups, and 4) precedence relationships between operations. Fig. 1 shows production configuration for an item: *PI*, which has five immediate child items: A, B, C, D and E. According to the input specifications, five abstract processes for the five child items are selected first; the assembly operations along with manufacturing resources joining the child items are specified and ordered into a sequence.

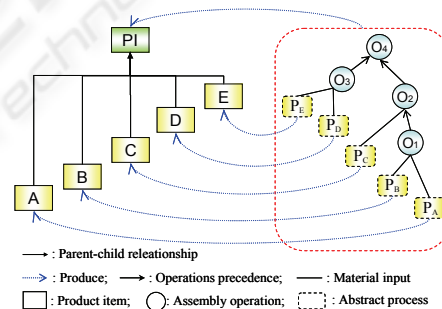


Figure 1: Configuring process elements in production configuration.

After the configuration process for an end-product, configuration continues to the child items at the immediate lower level. Each child item, in turn, is treated as an end-product, and its abstract process specified previously is refined accordingly. The complete production process for the product is formed by replacing the abstract processes at higher levels with the refined processes at lower levels. Thus, complete production processes consider all processes for child items listed in products' BOMs and cover all operations starting from these involving raw materials.

### 3 AN INDUSTRIAL EXAMPLE

The industrial example adopted is the manufacturing of vibration motors for mobile phones produced by an electronics company. The increasing variations in mobile phone design lead to large numbers of customized vibration motors to be produced. Together with other factors (e.g., short delivery lead times), the high variety of vibration motors complicate the planning of their production processes. In line with the common product structure underlying this vibration motor family, the process platform has been constructed a priori. Fig. 2 shows the integrated generic product-process structure underpinning the process platform.

In the figure, each node represents a family of items (or processes) of a same type. For example, AP\_VM is the family of assembly processes producing the vibration motor family (VM). It takes variants from 3 assembly families: FA (frameassy), AA (armtureassy) and BA (bracketassy) and variants from 2 part families: Wt (weight) and Rh (rubber holder) as material inputs. While the 3 assembly families are common to all motors in the family, the 2 part families are optional in the sense that not all of motor variants assume Wt and/or Rh variants. Another 4 assembly process families, including AP\_BA, AP\_AA, AP\_FA and AP\_CA, produce assembly families BA, AA, FA and CA (coilassy), respectively. Further, 3 part families: Ba (bracket a), Bb (bracket b) and Tl (terminal), are the material inputs of AP\_BA; CA and a part family: St (shaft) the material inputs of AP\_AA; 2 part families: Fm (frame) and Mt (magnet) the material inputs of AP\_FA; and 3 part families: Ct (commutator), Tp (tape) and Cl (coil) the material inputs of AP\_CA. Among the part families, the company manufactures Ba, Bb, Ct and Cl and outsources others. Moreover, the company has alternative machines for producing same product items. In most cases, these operations take different cycle times.

### 4 NET DEFINITIONS

In the formalism, a number of net elements are defined first. To capture and model product and process variety while building a concise and representative model of PPbPC, colors (i.e., specific data values pertaining to various objects) are attached to tokens, resulting colored tokens. According to the places that they reside in, colored tokens model different product and process elements.

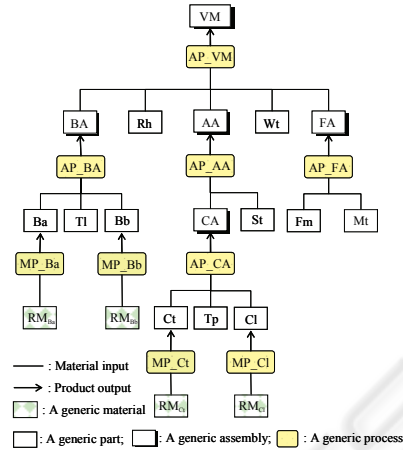


Figure 2: The process platform of the motor family.

In accordance with practice, buffer places ( $P^B$ ) are introduced to represent buffers. In general, any item, be it a part, assembly, or WIP, has 3 statuses: staying in a buffer, ready to be processed and being processed. Thus, item places ( $P^I$ ) are defined to represent items that are ready to be processed and being processed. Machine places ( $P^R$ ) are defined to represent machines (including the corresponding tools, fixtures, setups, etc.) that are available for operations. While tokens in  $P^R$  indicate idle machines, tokens in items-being-processed places imply that machines are busy. Conceptual machine places ( $P^{CR}$ ) are defined to represent the conceptual machines of the set of alternatives that can work on same items to complete same tasks. When there is a colored token available in a conceptual machine place, the conceptual machine is instantiated to the specific machine represented by the colored token. Reconfigurable transitions ( $T^R$ ) are defined to accommodate the modeling of adopting one machine among the available alternatives for given items. Inhibitor arcs ( $h$ ) are defined to connect  $P^{CR}$  to  $T^R$  and take two values, 0 and 1.  $h(p, t) = 1, \forall p \in P^{CR}, t \in T^R$  indicates there is a token in the conceptual machine place, and the associated reconfigurable transition is disabled and cannot fire. When  $h(p, t) = 0$ , no tokens reside in the conceptual machine place; and the associated reconfigurable transition can fire if it is enabled.

Essentially,  $h$ ,  $T^R$  and  $P^{CR}$  form a reconfiguration mechanism to model the situations, where multiple machines can perform same tasks and only one is used eventually. The firing of  $T^R$  leads to the reconfiguration of appropriate machines. In this way,  $P^{CR}$ ,  $T^R$  and  $h$  work together to address process variations in system models without

rebuilding new ones when machines are added and/or removed.

Logical transitions ( $T^L$ ) are defined to capture the logic of system running. Their firing indicates the satisfaction of preconditions of operations execution. Timed transitions ( $T^T$ ) represents operations, which take certain time durations to complete. Accordingly, the firing of timed transitions incurs time delays indicating operations cycle times. Both the logical and reconfigurable transitions are untimed. Their firing is atomic and takes 0 time delay. To cope with difficulties in modeling diverse cycle times associated with multiple machines and same/different material items, timed arc expressions, to which time delays are attached, are introduced in the proposed formalism. The time delays in timed arc expressions are, in fact, equal to the firing time durations of the relevant timed transitions. Refinement transitions ( $T^r$ ) are introduced as an abstraction mechanism, representing abstract processes of component parts/assemblies, which will be elaborated in next steps.

Fig. 3 shows the graphical formalism of the above net elements and a simple PN constructed using these elements. Tokens are not shown in the PN model.  $p_1, p_7 / p_2, p_6 / p_4, p_3 / p_3$  are buffer/item/machine/ conceptual machine places, respectively. Based on these net elements, three types of PNs, namely manufacturing nets (*MNets*), assembly nets (*ANets*) and process nets (*PNets*) are defined to address PPbPC modeling with respect to different levels of abstraction.

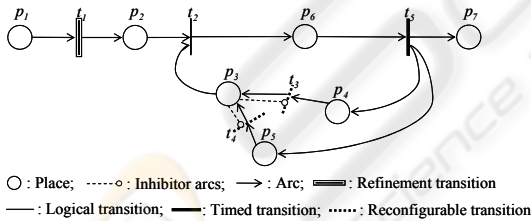


Figure 3: The graphical formalism and a simple PN model.

#### 4.1 Manufacturing Net (*MNet*)

A manufacturing net (*MNet*) models the processes to manufacture a family of component parts:

$MNet = (P, T, A, h, \Sigma, V, \alpha, E^T, E, \tau, \mu)$ , where

- $P = P^B \cup P^I \cup P^R \cup P^{CR}$  is a finite nonempty set of places with 4 disjoint subsets;

- $T = T^L \cup T^R \cup T^T$ ,  $P \cap T = \emptyset$  is a finite nonempty set of transitions with 3 disjoint subsets;

- $A \subseteq P \times T \cup T \times P$  is a finite nonempty set of arcs;

- $h \subseteq P^{CR} \times T^R$ ,  $h \cap A = \emptyset$  is a finite nonempty set of inhibitor arcs;

- $\Sigma$  is a set of types or color sets;

- $V, V \subseteq \Sigma$  is a set of variables;

- $\alpha: P \mapsto \Sigma$  is an assignment function that maps a place  $p$  to a color set  $\alpha(p)$ ;

- $E^T$  is an expression function that maps arcs  $T^L \times P^I$  to timed expressions such that  $Type(E^T(t, p)) = \alpha(p)_{MS} \wedge^I$

$Type(Var(E^T(t, p))) \subseteq \Sigma \wedge \tau \in \mathfrak{R}^+$ ,  $\forall (t, p) \in T^L \times P^I$  where  $\alpha(p)_{MS}$  is a multiset over  $\alpha(p)$ ;

- $E: \overline{T^L \times P^I} \cap A \mapsto V$  is an expression function mapping arcs other than  $T^L \times P^I$  to untimed expressions consisting of  $v_i \in V$  such that  $Type(v_i) = \alpha(p)_{MS}$ ,  $\forall p \in \bullet t \mid t \in T^T$ ;

- $\tau \in \mathfrak{R}^+ \cup 0$  is a set of non-negative real numbers representing time delays;

- $\mu: P \mapsto \Sigma_{FMS}$  is a marking function specifying the distribution of colored tokens in all places, where  $\Sigma_{FMS}$  is the family of all multisets over  $\Sigma$ .

An *MNet* involves a series of specific operations fabricating parts from raw materials and, does not involve refinement transitions. In this study, we adopt cycle times to accommodate the selection of machines and processes by considering time-related production performances. Accordingly, time delays,  $\tau$ , represent operations cycle times.

The timed arc expression function maps each arc, which connects a logical transition to an items-being-processed place, to a timed arc expression. It involves several variables that form an antecedent-consequent statement. Each variable belongs to a certain color type, thus assuming a set of values (i.e., colored tokens). While the multiple variables in an antecedent relate to colored tokens modeling material items and machines, the single variable in a consequent corresponds to colored tokens of product items. Accordingly, evaluating a timed arc expression is accomplished by associating different combinations of colored tokens of materials items and machines with variables in the antecedent. The evaluation yields different colored tokens of product items in the consequent along with the corresponding time delays. The untimed arc expression function specifies expressions for all arcs, excluding inhibitor arcs and these connecting logical transitions to items-being-processed places. Untimed arc expressions contain variables which have the same color types as the associated places; and they are evaluated by associating colored tokens in the corresponding places with their variables. The



evaluation leads to (1) input tokens for firing the corresponding transitions; and (2) output tokens after firing timed and reconfigurable transitions.

Based on the above definition and by following the common process flows of manufacturing part variants in the 4 part families in the motor family, 4 *MNets*, *MNet\_Ba*, *MNet\_Bb*, *MNet\_Ct* and *MNet\_Cl*, are constructed in accordance with *MP\_Ba*, *MP\_Bb* and *MP\_Cl* in Fig. 2. Due to space constraints, rather than all nets, only *MNet\_Ba* to manufacture *Ba* family is presented, as shown in Fig. 4. For illustrative simplicity, colored tokens defined in relation to 3 *Ba* variants are shown in the figure. Also shown are color types/colored tokens defined for each place and variables. Table 1 lists the places and represented system elements.

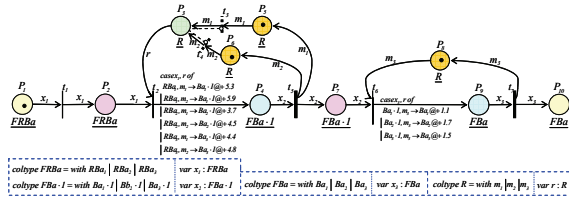


Figure 4: The *MNet\_Ba* of the bracket a family.

Table 1: The places, represented elements and colored tokens.

<i>MNet_Ba</i>	<i>ANet_BA</i>	<i>PNet</i>	
Places	System Elements	Places	
$P_1$	A buffer for raw materials of Ba	$P_{1,1,1}$	Assembly part buffers for CAS/Ba/Bb/Tl
$P_{1,1}$	Variants of RBa/Ba1 ready to be processed	$P_{1,1,1,1}$	Part buffers for Ba/Bb/Tl
$P_2$	A conceptual machine for manufacturing Ba	$P_{1,1,1,1}$	Variants of Ba/Bb/Tl ready to be processed
$P_{1,1,1}$	Machines for manufacturing Ba	$P_{1,1,1,1}$	Assembly buffers for AA/BA/FA
$P_{1,1,1,1}$	Variants of RBa/Ba1 being manufactured	$P_{1,1,1,1}$	Variants of AA/BA/FA ready to be processed
$P_{1,1,1,1,1}$	A buffer for Ba	$P_{1,1,1,1,1}$	Variants of Wt/Rh ready to be processed
		$P_{1,1,1,1,1,1}$	Alternative machines for assembling AB/MB
		$P_{1,1,1,1,1,1,1}$	Alternative machines for forming AB/MB
		$P_{1,1,1,1,1,1,1,1}$	The final assembly workstation
		$P_{1,1,1,1,1,1,1,1,1}$	Variants of AB/MB/VM being assembled
		$P_{1,1,1,1,1,1,1,1,1,1}$	Variants of AB/MB ready to be processed
		$P_{1,1,1,1,1,1,1,1,1,1,1}$	A buffer for vibration motors

## 4.2 Assembly Net (*ANet*)

An assembly net (*ANet*) is defined to represent the processes of forming an assembly family:  $ANet = (P, T, A, h, \Sigma, V, \alpha, E^T, E, \tau, \mu)$ .

While  $P, A, h, \Sigma, V, \alpha, E^T, E, \tau$  and  $\mu$  carry the same meaning as these in an *MNet*,  $T = T^r \cup T^L \cup T^R \cup T^T, P \cap T = \emptyset$  is a finite nonempty set of transitions with 4 disjoint subsets.

An *ANet* consists of assembly operations involving the immediate child items of an assembly family. It also includes the WIPs formed by the immediate child items. Refinement transitions are introduced in an *ANet* to represent abstract

manufacturing processes of child parts and abstract assembly processes of child assemblies, which are to be elaborated subsequently. While an *ANet* involves raw material buffers and parts buffers that are common to *MNets* as well, it has unique assembly buffers. Similarly, 4 *ANets*, *ANet\_BA*, *ANet\_AA*, *ANet\_FA* and *ANet\_CA*, are constructed in accordance with *AP\_BA*, *AP\_AA*, *AP\_FA* and *AP\_CA* in Fig. 1. Fig. 5 shows *ANet\_BA* to produce *BA* family. The places and represented system elements are listed in Table 1 as well.

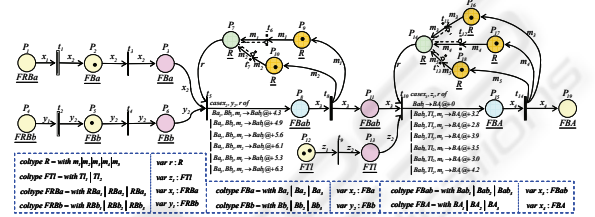


Figure 5: The *ANet\_BA* of the bracketassy family.

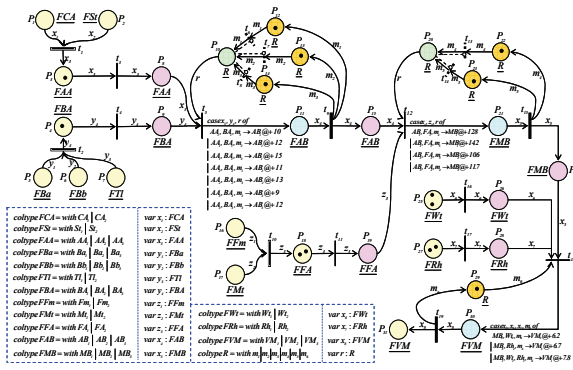
## 4.3 Process Net (*PNet*)

A process net (*PNet*) is defined to represent the processes of producing an end-product family:  $PNet = (P, T, A, h, \Sigma, V, \alpha, E^T, E, \tau, \mu)$ , where the components are as for an *ANet*.

A *PNet*, *de facto*, is a special *ANet* in that end-products themselves are assemblies. Thus, it includes the assembly operations associated with immediate child items. Also included are the WIPs formed by these child parts and assemblies. In addition to buffers for raw materials, parts and assemblies, buffers for end-products are defined in a *PNet*. In line with the manufacturing and assembly processes of immediate child items, a number of refinement transitions are introduced in a *PNet*. In a similar way, by following the common process flow in assembling final motors, the *PNet* for the motor family is constructed, as shown in Fig. 6. The places and represented system elements are given in Table 1.

## 5 SYSTEM OF HCTPNS

While *MNets*, *ANets* and *PNets* are to model the processes of component parts, assemblies and end-products, where only the immediate child items are considered, a multilevel hierarchical net system is defined to capture and model the complete production processes of a product family.


 Figure 6: The  $PNet$  of the motor family.

A hierarchical colored timed PN ( $HCTPN$ ) is defined as a tuple,

$HCTPN = (NET, ST^r, \beta, SP, \varpi, PP, \gamma, \chi, HRTags)$ , where

- $NET = PNet \cup ANets \cup MNets$  is a finite nonempty set of nets with 3 disjoint subsets: a  $PNet$ , a set of  $ANets$  and a set of  $MNets$  such that  $\forall Net_i \neq Net_j \in NET : Net_i \cap Net_j = \emptyset$ ;

- $ST^r = T_{PNet}^r \cup T_{ANet_1}^r \dots \cup T_{ANet_n}^r$  is a finite nonempty set of refinement transitions with  $n+1$  disjoint subsets: a set of refinement transitions of the  $PNet$  and  $n$  disjoint sets of refinement transitions of the corresponding  $ANets$ ;

- $\beta : ST^r \mapsto NET$  is a net assignment function that maps  $ST^r$  into  $NET$  such that  $\forall t \in ST^r \cap Net_j, \forall Net_i \neq Net_j \in NETs : \beta(t) = Net_i$ ;

- $SP$  is a finite nonempty set of socket places such that  $\forall p \in SP \forall t \in ST^r \forall Net_i \in NET : p, t \in Net_i \wedge (p \in \bullet t \vee p \in t \bullet)$ ;

- $\varpi : SP \mapsto \{In, Out, In / Out\}$  is a socket type function that maps a socket place to either an input type, output type, or input/output type;

- $PP$  is a finite nonempty set of port places such that  $\forall Net_i \in NET \forall p \in PP \cap Net_i \forall t \in ST^r : \beta(t) = Net_i$ ;

- $\gamma : PP \mapsto \{In, Out, In / Out\}$  is a port type function that maps each port place to either an input type, output type, or input/output type;

- $\chi : ST^r \mapsto SP \times PP$  is a port assignment function that maps each refinement transition to a binary relation between a socket place and a port place such that  $\forall t \in ST^r \forall (p_i, p_j) \in \chi(t) : \varpi(p_i) = \gamma(p_j) \wedge \alpha(p_i) = \alpha(p_j)$ ;

- $HRTags$  is a set of hierarchical refinement tags that are defined for  $ST^r$ .

Based on the above definition and the constructed  $PNet$ ,  $ANets$  and  $MNets$ , the  $HCTPN$  shown in Fig. 7 has been constructed to model the configuration of complete production processes of vibration motors. Also shown are  $HRTags$  defined for refinement transitions, socket and port places, types of socket and port places.

Since port places of an output type on  $MNets$  and  $ANets$  at lower levels contain colored tokens representing material items involved in  $ANets$  at higher levels, an  $HCTPN$  evolves in a bottom-up manner. More specifically,  $MNets$  at the lowest level of each branch evolve first. Transition firing in these  $MNets$  leads to the generation of colored tokens representing produced parts in the output port places. At the same time, these colored tokens are generated in the corresponding output socket places on  $ANets$  at higher levels as well. With the presence of these colored tokens together with others representing available machines, purchased parts and/or assemblies, transitions on the immediate higher level  $ANets$  will be enabled and thus fire, which generates colored tokens representing produced assemblies in the output port places on the  $ANets$ . Such colored tokens will appear simultaneously in the corresponding socket places on the  $ANets$  of parent assemblies, and so on. This process continues till the  $PNet$  at the top level has been reached.

## 6 APPLICATION RESULTS

### 6.1 Model Analysis

After construction, all net models are analyzed to determine whether or not they logically reflect system operations. In the literature, P-invariant analysis is often adopted by researchers to analyze their PN models due to its analysis advantages (Jensen, 1997). In this study, we, thus, adopt P-invariant analysis as well. Several P-invariants are identified in each  $MNet$ ,  $ANet$  and the  $PNet$ . The total number of busy machines and idle machines leads to a P-invariant. Another P-invariant relates to items in buffer places, items ready to be processed and items being processed (represented by items to be produced).

Moreover, in view of the fact that deadlocks and conflicts have a major impact on the operations of system models, we conduct deadlock and conflict analysis as well. Among the several types of conflicts, conflicts that may result from resources sharing do not exist in the constructed net models.

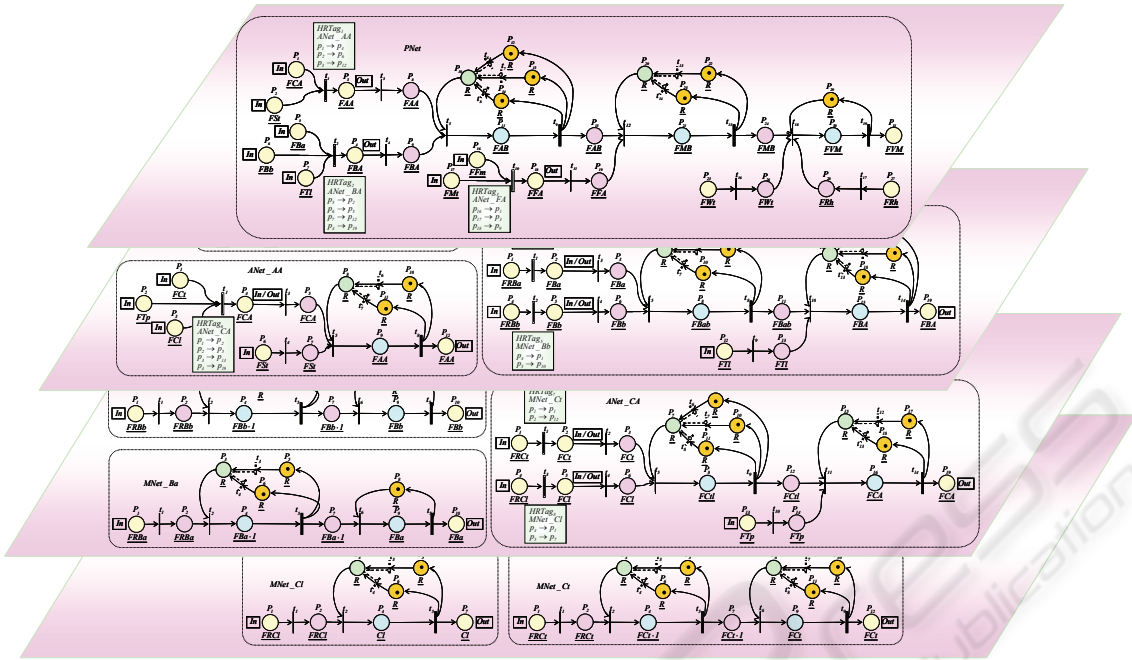


Figure 7: The *HCTPN* modeling PPbPC of the motor family.

The definitions of colored tokens and arc expressions have resolved the possible conflicts in relation to transition firing with respect to different colored tokens and time durations. Thus, no conflicts exist in *MNets*, *ANets* and the *PNet*. For analyzing deadlocks, we adopt the Deadlock Detection Algorithm (DDA) (Wang and Wu, 1998). For any given initial state of each *MNet*, *ANet* and the *PNet* in the *HCTPN*, a goal state is always obtained using the DDA. This concludes that the *HCTPN* is deadlock free.

### 6.2 Application Results

The *HCTPN* in Fig. 7 is applied to the three vibration motors:  $VM_1$ ,  $VM_2$  and  $VM_3$ . The selection of alternative machines and production processes is based on the minimal completion time of the three vibration motors. The rule to fire transitions is the shortest delay times. The results are three production processes, more specifically all machines required to produce  $VM_1$ ,  $VM_2$  and  $VM_3$ . Table 2 lists these machines. The indices of machines are applicable to machines in the corresponding manufacturing/assembly processes of product items, and thus machines with same indices producing different product items are not the same. Due to space constraints, not all of the machines are shown in the table.

## 7 CONCLUSIONS

Recognizing the significance of PPbPC in achieving production efficiency of product families, we presented a holistic model of PPbPC. A formalism of HCTPNs was proposed to facilitate modeling PPbPC by integrating the basic principles of HPNs, TPNs and CPNs. The industrial example has proven the feasibility and potential of using HCTPNs to model PPbPC. Future research may be directed to develop a computational system based on the proposed formalism to implement PPbPC.

Table 2: The configured production processes for the three motor variants.

Machine(Operation; Product item)		
$VM_1$	$VM_2$	$VM_3$
$m_1$ (Manufacturing operation; $Bq-1$ )	$m_2$ (Manufacturing operation; $Bq-1$ )	$m_3$ (Manufacturing operation; $Bq-1$ )
$m_1$ (Manufacturing operation; $Bq$ )	$m_3$ (Manufacturing operation; $Bq$ )	$m_3$ (Manufacturing operation; $Bq$ )
$m_2$ (Manufacturing operation; $Bh-1$ )	$m_3$ (Manufacturing operation; $Bh-1$ )	$m_3$ (Manufacturing operation; $Bh-1$ )
$m_3$ (Manufacturing operation; $Bh$ )	$m_3$ (Manufacturing operation; $Bh$ )	$m_3$ (Manufacturing operation; $Bh$ )
...	...	...
$m_4$ (Assembly operation; $AA$ )	$m_4$ (Assembly operation; $AA$ )	$m_4$ (Assembly operation; $AA$ )
$m_4$ (Assembly operation; $FA$ )	$m_4$ (Assembly operation; $FA$ )	$m_4$ (Assembly operation; $FA$ )
$m_4$ (Assembly operation; $AB$ )	$m_4$ (Assembly operation; $AB$ )	$m_4$ (Assembly operation; $AB$ )
$m_4$ (Assembly operation; $MB$ )	$m_4$ (Assembly operation; $MB$ )	$m_4$ (Assembly operation; $MB$ )
$m_4$ (Assembly operation; $VM$ )	$m_4$ (Assembly operation; $VM$ )	$m_4$ (Assembly operation; $VM$ )

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