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This IBM® Redbooks® publication explains how to combine business process management (BPM) and Enterprise Architecture (EA) for better business outcomes. This book provides a unique synergistic approach to BPM and EA, based on a firm understanding of the life cycles of the enterprise and the establishment of appropriate collaboration and governance processes. When carried out together, BPM provides the business context, understanding, and metrics, and EA provides the discipline to translate business vision and strategy into architectural change. Both are needed for sustainable continuous improvement. This book provides thought leadership and direction on the topic of BPM and EA synergies. Although technical in nature, it is not a typical IBM Redbooks publication. The book provides guidance and direction on how to collaborate effectively across tribal boundaries rather than technical details about IBM software products. The primary audience for this book is leaders and architects who need to understand how to effectively combine BPM and EA to drive, as a key differentiator, continuous improvement and transformational change with enterprise scope.

This book constitutes the refereed proceedings of 6 international workshops held in conjunction with the 4th International Conference on Business Process Management, BPM 2006, in Vienna, Austria in September 2006. The 40

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revised full papers presented were carefully reviewed and selected from a total of 94 overall submissions to six international workshops.

This book constitutes the refereed post-proceedings of six international workshops held in conjunction with the Third International Conference on Business Process Management, BPM 2005, in September 2005. The 41 revised full papers presented were carefully reviewed and selected. Among the issues addressed are fundamental process modeling, Web service choreography and orchestration, business process reference models, and business processes and services.

This book constitutes the revised papers of the ten international workshops that were held at BPM 2016, the 14th International Conference on Business Process Management, held in Rio de Janeiro, Brazil, in September 2016. The 36 papers included in this volume were carefully reviewed and selected from a total of 64 submissions. They are from the following workshops: BPI 2016 – 12th International Workshop on Business Process Intelligence; BPMP 2016 – 1st Workshop on Business Process Management and Ontologies; BPMS2 2016 – 9th Workshop on Social and Human Aspects of Business Process Management; DeMiMoP 2016 – 4th International Workshop on Decision Mining & Modeling for Business Processes; IWPE 2016 – 2nd International Workshop on Process Engineering; PQ 2016 – 1st International Workshop on Process Querying; ReMa 2016 – 1st Workshop on Resource Management in Business Processes; PRAISE 2016 – 1st International Workshop on Runtime Analysis of Process-Aware Information Systems; SABPM 2016 – 1st International Workshop on Sustainability-Aware Business Process Management; TAProViz 2016 – 5th International Workshop on Theory and Application of Visualizations and Human-centric Aspects in Processes. This book constitutes revised papers from the International

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Workshops held at the 18th International Conference on Business Process Management, BPM 2020, during

September 13-18, 2020. The conference was planned to take place in Seville, Spain, but changed to an online format due to the COVID-19 pandemic. Papers from the following workshops are included: Workshop on Security and Privacy-Enhanced Business Process Management (SPBP 2020) Workshop on Social and Human Aspects of Business Process Management (BPMS2 2020) Workshop on Business Processes Meet the Internet-of Things (BP-Meet-IoT 2020) Workshop on Artificial Intelligence for Business Process Management (AI4BPM 2020) Workshop BPM in the Era of Digital Innovation and Transformation (BPMinDIT 2020) Workshop on Business Process Intelligence (BPI 2020) Workshop on Declarative, Decision and Hybrid Approaches to Processes (DEC2H 2020) Each of the seven workshops focused on particular aspects of business process management, either from a technical or from a domain perspective. Overall, after a thorough review process there were 28 full and 1 short paper selected from 53 submissions. LNBIP 99 and LNBIP 100 together constitute the thoroughly refereed proceedings of 12 international workshops held in Clermont-Ferrand, France, in conjunction with the 9th International Conference on Business Process Management, BPM 2011, in August 2011. The 12 workshops focused on Business Process Design (BPD 2011), Business Process Intelligence (BPI 2011), Business Process Management and Social Software (BPMS2 2011), Cross-Enterprise Collaboration (CEC 2011), Empirical Research in Business Process Management (ER-BPM 2011), Event-Driven Business Process Management (edBPM 2011), Process Model Collections (PMC 2011), Process-Aware Logistics Systems (PALS 2011), Process-Oriented Systems in Healthcare (ProHealth 2011), Reuse in Business Process

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Management (rBPM 2011), Traceability and Compliance of Semi-Structured Processes (TC4SP 2011), and Workflow Security Audit and Certification (WfSAC 2011). In addition, the proceedings also include the Process Mining Manifesto (as an Open Access Paper), which has been jointly developed by more than 70 scientists, consultants, software vendors, and end-users. LNBIP 99 contains the revised and extended papers from BPD 2011, BPI 2011 (including the Process Mining Manifesto), BPMS2 2011, CEC 2011, ER-BPM 2011, and edBPM 2011.

moderation of the workshops, and the publication process. LNBIP 99 and LNBIP 100 together constitute the thoroughly refereed proceedings of 12 international workshops held in Clermont-Ferrand, France, in conjunction with the 9th International Conference on Business Process Management, BPM 2011, in August 2011. The 12 workshops focused on Business Process Design (BPD 2011), Business Process Intelligence (BPI 2011), Business Process Management and Social Software (BPMS2 2011), Cross-Enterprise Collaboration (CEC 2011), Empirical Research in Business Process Management (ER-BPM 2011), Event-Driven Business Process Management (edBPM 2011), Process Model Collections (PMC 2011), Process-Aware Logistics Systems (PALS 2011), Process-Oriented Systems in Healthcare (ProHealth 2011), Reuse in Business Process Management (rBPM 2011), Traceability and Compliance of Semi-Structured Processes (TC4SP 2011), and Workflow Security Audit and Certification (WfSAC 2011). In addition, the proceedings also include the Process Mining Manifesto (as an Open Access Paper), which has been jointly developed by more than 70 scientists, consultants, software vendors, and end-users. LNBIP 100 contains the revised and extended papers from PMC 2011, PALS 2011, ProHealth 2011, rBPM 2011, TC4SP 2011, and WfSAC 2011.

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This book constitutes the refereed proceedings of nine International Workshops held in Beijing, China, in conjunction with the 11th International Conference on Business Process Management, BPM 2013, in August 2013. The nine workshops comprised Business Process Intelligence (BPI 2013), Business Process Management and Social Software (BPMS2 2013), Data- and Artifact-Centric BPM (DAB 2013), Decision Mining and Modeling for Business Processes (DeMiMoP 2013), Emerging Topics in Business Process Management (ETBPM 2013), Process-Aware Logistics Systems (PALS 2013), Process Model Collections: Management and Reuse (PMC-MR 2013), Security in Business Processes (SBP 2013) and Theory and Applications of Process Visualization (TAProViz 2013). The 38 revised full papers presented were carefully reviewed and selected from 74 submissions.

This book constitutes revised papers from the eight International Workshops held at the 16th International Conference on Business Process Management, BPM 2018, in Sydney, Australia, in September 2018: BPI 2018: 14th International Workshop on Business Process Intelligence; BPMS2 2018: 11th Workshop on Social and Human Aspects of Business Process Management; PODS4H 2018: 1st International Workshop on Process-Oriented Data Science for Healthcare; AI4BPM 2018: 1st International Workshop on Artificial Intelligence for Business Process Management; CCBPM 2018: 1st International Workshop on Emerging Computing Paradigms and Context in Business Process Management; BP-Meet-IoT / PQ 2018: Joint Business Processes Meet the Internet-of-Things and Process Querying Workshop; DeHMiMoP 2018: 1st Declarative/Decision/Hybrid Mining and Modelling for Business Processes Workshop; REBM /EdForum 2018: Joint Requirements Engineering and Business Process Management Workshop and Education

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Revised Papers Author Marcello La Rosa Jan 2013

This book is best suited to those business leaders who have a burning desire to win. It's a book with a compelling message about the resurgence of business process thinking for competitive advantage. In an easy-to-read format, the book outlines why and how thoughtful CEO's and leadership teams can manage enterprise business processes as the means to transform their good companies into great ones. Spanyi's book is a must read for business leaders searching for ways to manage the business in a more integrated manner by applying 21st century BPM techniques, thinking and technologies. Business process thinking is the prerequisite for executives to take advantage of powerful new BPM technologies. The book is, however, less about tools, templates and technologies and more about the set of values, beliefs and business practices needed to navigate through challenging economic times. Indeed, that's why Spanyi says BPM is a team sport--Play it to Win! And to win, leaders must manage the cross-functional teams throughout the organization who must work collaboratively to create enduring value for customers and shareholders. Much of what has been written on BPM is mechanistic and technical. Several of the works are long and tough to digest, and the links to strategy, organization design, people issues and technology are lost in the details. In a fast-paced and engaging manner, Spanyi describes how BPM can provide a robust framework enabling an organization to achieve strategic focus, organizational alignment and operating discipline. Spanyi proposes that organizations need to consciously work on transforming the mental models of the executive team from the traditional functional paradigm to a customer-driven model that is based on business process thinking. The book provides insight into why change initiatives like reengineering, continuous

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Improvement and Six Sigma, when implemented piecemeal, are not nearly enough to achieve dominance in today's turbulent business environment. BPM is needed to provide the context for both change initiatives and the application of emerging technology, so that change programs can be deeply and fully integrated across the organization. The book is written such that the initial reading can be done in less than the time it takes to fly from Dallas to Boston or from Toronto to Miami. A quick read can acquaint the reader with the essential concepts. Readers can then consume the book more carefully a second time, and combine its reading assignments to gain a more complete background and understanding of this vital subject (all the readings can be acquired through the book's Web site).

This book constitutes the refereed proceedings of ten international workshops held in Innsbruck, Austria, in conjunction with the 13th International Conference on Business Process Management, BPM 2015, in September 2015. The seven workshops comprised Adaptive Case Management and other Non-workflow Approaches to BPM (AdaptiveCM 2015), Business Process Intelligence (BPI 2015), Social and Human Aspects of Business Process Management (BPMS2 2015), Data- and Artifact-centric BPM (DAB 2015), Decision Mining and Modeling for Business Processes (DeMiMoP 2015), Process Engineering (IWPE 2015), and Theory and Applications of Process Visualization (TaProViz 2015). The 42 revised papers presented were carefully reviewed and selected from 104 submissions. In addition, four short papers and one keynote (from TAProViz) are also included in this book.

This book constitutes the proceedings of the 18th International Conference on Business Process Management, BPM 2020, held in Seville, Spain, in

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September 2020. The conference was held virtually due to the COVID-19 pandemic. The 27 full papers included in this volume were carefully reviewed and selected from 125 submissions. Two full keynote papers are also included. The papers are organized in topical sections named: foundations; engineering; and management.

This book constitutes the thoroughly refereed post-workshop proceedings of 6 international workshops held in Brisbane, Australia, in conjunction with the 5th International Conference on Business Process Management, BPM 2007, in September 2007. The 45 revised full papers presented were carefully reviewed and selected from more than 80 submissions to the following 6 international workshops: Business Process Intelligence (BPI 2007), Business Process Design (BPD 2007), Collaborative Business Processes (CBP 2007), Process-oriented Information Systems in Healthcare (ProHealth 2007), Reference Modeling (RefMod 2007), and Advances in Semantics for Web Services (semantics4ws 2007).

This book constitutes the refereed proceedings of 12 international workshops held in Tallinn, Estonia, in conjunction with the 10th International Conference on Business Process Management, BPM 2012, in September 2012. The 12 workshops comprised Adaptive Case Management and Other Non-Workflow Approaches to BPM (ACM 2012),

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Business Process Design (BPD 2012), Business
Process Intelligence (BPI 2012), Business Process
Management and Social Software (BPMS2 2012),
Data- and Artifact-Centric BPM (DAB 2012), Event-
Driven Business Process Management (edBPM
2012), Empirical Research in Business Process
Management (ER-BPM 2012), Process Model
Collections (PMC 2012), Process-Aware Logistics
Systems (PALS 2012), Reuse in Business Process
Management (rBPM 2012), Security in Business
Processes (SBP 2012), and Theory and Applications
of Process Visualization (TAProViz 2012). The 56
revised full papers presented were carefully
reviewed and selected from 141 submissions.

This book constitutes the refereed proceedings of
ten international workshops held in Eindhoven, The
Netherlands, in conjunction with the 12th
International Conference on Business Process
Management, BPM 2014, in September 2014. The
ten workshops comprised Process-oriented
Information Systems in Healthcare (ProHealth 2014),
Security in Business Processes (SBP 2014),
Process Model Collections: Management and Reuse
(PMC-MR 2014), Business Processes in Collective
Adaptive Systems (BPCAS 2014), Data- and Artifact-
centric BPM (DAB 2014), Business Process
Intelligence (BPI 2014), Business Process
Management in the Cloud (BPMC 2014), Theory and
Applications of Process Visualization (TaProViz

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2014), Business Process Management and Social Software (BPMS2 2014) and Decision Mining and Modeling for Business Processes (DeMiMoP 2014).

The 38 revised full and eight short papers presented were carefully reviewed and selected from 84 submissions. In addition, six short papers resulting from the Doctoral Consortium at BPM 2014 are included in this book.

This book constitutes the proceedings of the 16th International Conference on Business Process Management, BPM 2018, held in Sydney, Australia, in September 2018. The 27 papers presented in this volume were carefully reviewed and selected from 140 submissions. They were organized in topical sections named: reflections on BPM; concepts and methods in business process modeling and analysis; foundations of process discovery; alignments and conformance checking; process model analysis and machine learning; digital process innovation; and method analysis and selection.

between active BPM researchers, and stimulated discussions on new and emerging issues in line with the conference topics. The proceedings with the papers of all workshops will be published in a separate volume of Springer's Lecture Notes in Business Information Processing series.

This volume contains the proceedings of the 3rd International Conference on Business Process Management (BPM 2005), organized by LORIA in

BPM included several innovations with respect to previous editions, most notably the addition of an industrial program and of co-located workshops. This was the logical result of the significant (and still growing) industrial interest in the area and of the broadening of the research communities working on BPM topics. The interest in business process management (and in the BPM conference) was demonstrated by the quantity and quality of the paper submissions. We received over 176 contributions from 31 countries, accepting 25 of them as full papers (20 research papers and 5 industrial papers) while 17 contributions were accepted as short papers. In addition to the regular, industry, and short presentations invited lectures were given by Frank Leymann and Gustavo Alonso. This combination of research papers, industrial papers, keynotes, and workshops, all of very high quality, has shown that BPM has become a mature conference and the main venue for researchers and practitioners in this area. We would like to thank the members of the Program Committee and the reviewers for their efforts in selecting the papers. They helped us compile an excellent scientific program. For the difficult task of selecting the 25 best papers (14% acceptance rate) and 17 short papers each paper was reviewed by at least three reviewers (except some out-of-scope papers).

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Revised Papers Author Marcello La Rosa Jan 2013
Constitutes the refereed post-workshop proceedings of 9 international workshops held in Milano, Italy, in conjunction with the 6th International Conference on Business Process Management, BPM 2008, in September 2008.

This textbook covers the entire Business Process Management (BPM) lifecycle, from process identification to process monitoring, covering along the way process modelling, analysis, redesign and automation. Concepts, methods and tools from business management, computer science and industrial engineering are blended into one comprehensive and inter-disciplinary approach. The presentation is illustrated using the BPMN industry standard defined by the Object Management Group and widely endorsed by practitioners and vendors worldwide. In addition to explaining the relevant conceptual background, the book provides dozens of examples, more than 230 exercises – many with solutions – and numerous suggestions for further reading. This second edition includes extended and completely revised chapters on process identification, process discovery, qualitative process analysis, process redesign, process automation and process monitoring. A new chapter on BPM as an enterprise capability has been added, which expands the scope of the book to encompass topics such as the strategic alignment and governance of BPM initiatives. The textbook is the result of many

years of combined teaching experience of the authors, both at the undergraduate and graduate levels as well as in the context of professional training. Students and professionals from both business management and computer science will benefit from the step-by-step style of the textbook and its focus on fundamental concepts and proven methods. Lecturers will appreciate the class-tested format and the additional teaching material available on the accompanying website.

This book constitutes the thoroughly refereed post-workshop proceedings of nine international workshops held in Hoboken, NJ, USA, in conjunction with the 8th International Conference on Business Process Management, BPM 2010, in September 2010. The nine workshops focused on Reuse in Business Process Management (rBPM 2010), Business Process Management and Sustainability (SusBPM 2010), Business Process Design (BPD 2010), Business Process Intelligence (BPI 2010), Cross-Enterprise Collaboration, People, and Work (CEC-PAW 2010), Process in the Large (IW-PL 2010), Business Process Management and Social Software (BPMS2 2010), Event-Driven Business Process Management (edBPM 2010), and Traceability and Compliance of Semi-Structured Processes (TC4SP 2010). In addition, three papers from the special track on Advances in Business Process Education are also included in this volume.

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The overall 66 revised full papers presented were carefully reviewed and selected from 143 submissions.

This book constitutes the thoroughly refereed post-workshop proceedings of eight international workshops held in Ulm, Germany, in conjunction with the 7th International Conference on Business Process Management, BPM 2009, in September 2009. The eight workshops were on Empirical Research in Business Process Management (ER-BPM 2009), Reference Modeling (RefMod 2009), Business Process Design (BPD 2009), Business Process Intelligence (BPI 2009), Collaborative Business Processes (CBP 2009), Process-Oriented Information Systems in Healthcare (ProHealth 2009), Business Process Management and Social Software (BPMS2 2009), Event-Driven Business Process Management (edBPM 2009). The 67 revised full papers presented were carefully reviewed and selected from numerous submissions.

Business Process Change, 3rd Edition provides a balanced view of the field of business process change. Bestselling author Paul Harmon offers concepts, methods, cases for all aspects and phases of successful business process improvement. Updated and added for this edition is new material on the development of business models and business process architecture development, on integrating decision management models and

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business rules, on service processes and on dynamic case management, and on integrating various approaches in a broad business process management approach. New to this edition: How to develop business models and business process architecture How to integrate decision management models and business rules New material on service processes and on dynamic case management Learn to integrate various approaches in a broad business process management approach Extensive revision and update addresses Business Process Management Systems, and the integration of process redesign and Six Sigma Learn how all the different process elements fit together in this best first book on business process, now completely updated Tailor the presented methodology, which is based on best practices, to your organization's specific needs Understand the human aspects of process redesign Benefit from all new detailed case studies showing how these methods are implemented

Business Process Management WorkshopsBPM 2011 International Workshops, Clermont-Ferrand, France, August 29, 2011, Revised Selected Papers, Part IISpringer

This book constitutes the proceedings of the 15th International Conference on Business Process Management, BPM 2017, held in Barcelona, Spain, in September 2017. The 19 revised full papers presented were carefully reviewed and selected from 116 initial submissions. The topics selected by the authors demonstrate an increasing

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Interest of the research community in the area of process mining, resonated by an equally fast-growing uptake by different industry sectors. The papers are organized in topical sections on process modeling; process mining; assorted BPM topics; decisions and understanding; and process knowledge. IBM® Business Process Manager (IBM BPM) is a comprehensive business process management (BPM) suite that provides visibility and management of your business processes. IBM BPM supports the whole BPM lifecycle approach: Discover and document Plan Implement Deploy Manage Optimize Process owners and business owners can use this solution to engage directly in the improvement of their business processes. IBM BPM excels in integrating role-based process design, and provides a social BPM experience. It enables asset sharing and creating versions through its Process Center. The Process Center acts as a unified repository, making it possible to manage changes to the business processes with confidence. IBM BPM supports a wide range of standards for process modeling and exchange. Built-in analytics and search capabilities help to further improve and optimize the business processes. This IBM Redbooks® publication provides valuable information for project teams and business people that are involved in projects using IBM BPM. It describes the important design decisions that you face as a team. These decisions invariably have an effect on the success of your project. These decisions range from the more business-centric decisions, such as which should be your first process, to the more technical decisions, such as solution analysis and architectural considerations.

Business Process Management: Practical Guidelines to Successful Implementations provides organizational leadership with an understanding of Business Process Management and its benefits to an organization. This is an

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easy-to-use, easy-to-read guide that provides a practical framework, complete with a set of tools and techniques, to successfully implement Business Process Management projects. In addition, it features vital organizational perspectives that not only provide an overall view of BPM and the move towards a process-centric organization, but also reveal how to embed BPM within an organization to ensure a continuous business process improvement culture.

This book constitutes revised papers from the eleven International Workshops held at the 15th International Conference on Business Process Management, BPM 2017, in Barcelona, Spain, in September 2017: BPAI 2017 – 1st International Workshop on Business Process Innovation with Artificial Intelligence; BPI 2017 – 13th International Workshop on Business Process Intelligence; BP-Meet-IoT 2017 – 1st International Workshop on Ubiquitous Business Processes Meeting Internet-of-Things; BPMS2 2017 – 10th Workshop on Social and Human Aspects of Business Process Management; ? CBPM 2017 – 1st International Workshop on Cognitive Business Process Management; CCABPM 2017 – 1st International Workshop on Cross-cutting Aspects of Business Process Modeling; DeHMiMoP 2017 – 5th International Workshop on Declarative/Decision/Hybrid Mining & Modeling for Business Processes; QD-PA 2017 – 1st International Workshop on Quality Data for Process Analytics; REBPM 2017 – 3rd International Workshop on Interrelations between Requirements Engineering and Business Process Management; SPBP 2017 – 1st Workshop on Security and Privacy-enhanced Business Process Management; TAProViz-PQ-IWPE 2017 – Joint International BPM 2017 Workshops on Theory and Application of Visualizations and Human-centric Aspects in Processes (TAProViz'17), Process Querying (PQ'17) and Process Engineering (IWPE17). The 44 full and 11 short papers

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presented in this volume were carefully reviewed and selected from 99 submissions.

This book constitutes revised papers from the twelve International Workshops held at the 17th International Conference on Business Process Management, BPM 2019, in Vienna, Austria, in September 2019: The third International Workshop on Artificial Intelligence for Business Process Management (AI4BPM) The third International Workshop on Business Processes Meet Internet-of-Things (BP-Meet-IoT) The 15th International Workshop on Business Process Intelligence (BPI) The first International Workshop on Business Process Management in the era of Digital Innovation and Transformation (BPMInDIT) The 12th International Workshop on Social and Human Aspects of Business Process Management (BPMS2) The 7th International Workshop on Declarative, Decision and Hybrid approaches to processes (DEC2H) The second International Workshop on Methods for Interpretation of Industrial Event Logs (MIEL) The first International Workshop on Process Management in Digital Production (PM-DiPro) The second International Workshop on Process-Oriented Data Science for Healthcare (PODS4H) The fourth International Workshop on Process Querying (PQ) The second International Workshop on Security and Privacy-enhanced Business Process Management (SPBP) The first International Workshop on the Value and Quality of Enterprise Modelling (VEnMo) Each of the workshops discussed research still in progress and focused on aspects of business process management, either a particular technical aspect or a particular application domain. These proceedings present the work that was discussed during the workshops.

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