

BPM NEWSLETTER

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EDITORIAL

It was great to see many BPM community members in Rome at BPM 2021 last month, with plenty of discussion and personal exchange in the workshops and throughout the conference. At the same time it was sad that many of you could not make it to BPM this year; we definitely hope that we will be complete again at next year's conference!

Again a big thanks to Massimo Mecella and his team for very successfully tackling the hybrid challenge, providing

a true conference experience for the audience in Rome and abroad! The reports and pictures in this newsletter give you a flavor of BPM 2021.

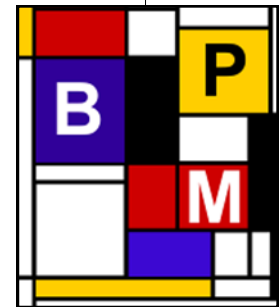
The 20th edition of our flagship conference will be organized in Münster in September 2022. It is probably the first BPM that literally will be held in a castle, as shown below. Jörg Becker and his team have already come up with several innovations, including a Journal First track, for papers

that have already been published in excellent journals.

With the BPM community maturing, we start a new newsletter column on historic perspectives on BPM; thanks to Wil van der Aalst for the first interview with Michael Zisman, a true pioneer of our field! When you go forward, it is important to occasionally look back.

I hope you enjoy this newsletter, happy reading!

Best regards, and take care,
Mathias Weske



- 1st BPM 2003 Eindhoven
- 2nd BPM 2004 Potsdam
- 3rd BPM 2005 Nancy
- 4th BPM 2006 Vienna
- 5th BPM 2007 Brisbane
- 6th BPM 2008 Milan
- 7th BPM 2009 Ulm
- 8th BPM 2010 Hoboken
- 9th BPM 2011 Clermont-Ferrand
- 10th BPM 2012 Tallinn
- 11th BPM 2013 Beijing
- 12th BPM 2014 Haifa/Eindhoven
- 13th BPM 2015 Innsbruck
- 14th BPM 2016 Rio de Janeiro
- 15th BPM 2017 Barcelona
- 16th BPM 2018 Sydney
- 17th BPM 2019 Vienna
- 18th BPM 2020 Seville
- 19th BPM 2021 Rome
- 20th BPM 2022 Münster
- 21th BPM 2023 Utrecht



The castle of Münster, where BPM 2022 will be held (Picture: Stadt Münster / Maren Kuiter)

WELCOME TO BPM 2022 IN MÜNSTER!

In 2022, the BPM conference will be held in Münster, Germany, in the "City of Peace." The Peace of Westphalia treaties were signed in Münster and Osnabrück in 1648. They ended a battle for political and religious supremacy in Central Europe. It was the first time in European history that a war had been ended at the negotiation table, as opposed to military actions on the battlefield. Münster's identity is highly influenced by the Peace of Westphalia and the accompanying culture of tolerance. This has also been acknowledged by the European Commission, when the European Heritage Label was bestowed on the historic Town Hall, marking the site a milestone in the genesis of today's Europe, a symbol for European integration, its ideals, values and history.

Apart from its history, Münster is also one of Germany's cycling cities and can call itself "The World's Most Liveable City." In 2004, it was the first German city to win the International Award for Liveable Communities.

The conference will take place at the University of Münster, one of the largest universities in Germany with more than 43,000 students and over 120 fields of study in 15 faculties. The Department of Information Systems is one of the biggest and most prestig-



Iconic Münster city center: Prinzipalmarkt (Presseamt Münster / Tilman Roßmüller)

ious Information Systems departments in Germany with 11 research groups. The venue of the conference will be the baroque Palace of Münster, together with its surrounding buildings. Behind the castle is the beautiful botanical garden of the university, which invites for a short stroll during coffee breaks. BPM 2022 will again feature interesting workshops, a session presenting Demos & Resources, as well as different forums.

Münster is historically a catholic city, and therefore it is full of churches (and bars), with their bells ringing quite often. And as the weather might change

quite frequently, there is a saying: "Either it's raining in Münster, or the bells are ringing. If both happen at the same time, it's Sunday." We would like to invite you to experience that for yourself!

We are very much looking forward to welcome you in Münster next year! Find more information on the conference website: <https://bpm2022.uni-muenster.de/>

Jörg Becker, Katrin Bergener, Armin Stein
(BPM 2022 General Chair and Organization Chairs)



The Botanical Garden is part of University of Münster (Picture: Dr. Sebastian Bräuer)

WHY NOT ORGANIZE A WORKSHOP AT BPM 2022?

Workshops at conferences are a great opportunity to meet colleagues with shared interests and engage in discussions via an interactive format. Furthermore, workshops may explore new fields and build a community. In this context, BPM 2022 is soliciting proposals for one-day or half-day workshops to be held before the main conference. Workshops facilitate the exchange of ideas and experiences among active researchers and encourage in-depth discussion of technical, application, and new perspectives in line with the conference topics.

For the BPM 2022 workshops, highlighting themes regarding business processes and services analysis and design would be of great interest and provide refreshing views on the discipline. Examples of topics for workshops could be, e.g., how (especially) a small and medium size enterprise can take advantage of co-creation with other businesses and academia to provide training and process innovation skills. Other avenues for interesting workshops could involve exploring the combinations and convergence of themes that combine BPM and its supporting and enabling technologies and methodologies like Business Process Modelling Notation (BPMN) with new adjacent ideas.



A famous student pub street in Münster

Priority will be given to proposals that not only address an exciting topic but also promise a creative format likely to generate lively interactions and foster new ideas. Examples include panels connecting practitioners and researchers or research-in-progress papers for young researchers.

If you aim to prepare a workshop proposal for BPM 2022, please consider that a typical BPM workshop is expected to attract around 20 participants and around 10 submissions. The workshop proposers should have a strong affinity with the proposed workshop topic and be well-connected with experts on that topic. Proposals that meet the aforementioned criteria will be evaluated by the general workshop chairs, with the target to accept between 6 to 8 workshops covering a broad spectrum of the BPM research discipline. In the case of very similar workshop proposals, we might ask the organizers to merge into a single workshop.

Workshop proposals must be submitted as a PDF document to bpm-workshops@ercis.uni-muenster.de by December 6th 2021. Further details about the expected content of workshop proposals can be found on <https://bpm2022.uni-muenster.de/calls-and-dates/call-for-workshops>.

We are very much looking forward to your workshop proposals and hope to see you in Münster next year!

Cristina Cabanillas, Niels Frederik Garman-Johnsen, Agnes Koschmider
(BPM 2022 Workshop Chairs)



Enjoy strolling along Lake Aa in Münster (Pictures on this page: Dr. Sebastian Bräuer)

BPM 2021 — GENERAL CHAIRS' REPORT

Despite the pandemic and the still uncertain situation about travelling, BPM 2021, the 19th Business Process Management conference, was regularly held in Rome, Italy, from 6 to 10 September, hosted by Sapienza Università di Roma, Dipartimento di Ingegneria Informatica, Automatica e Gestionale Antonio Ruberti. More than 160 attendees joined the conference in presence, attending sessions and social events, and another 150 joined online via Whova and Zoom (the applications used for this novel hybrid mode). On Monday, 9 workshops were held in the venue of the department and had the participation of more than 110 persons, including the welcome drink. The conference, from Tuesday to Thursday, was held in the Auditorium Antonianum, a large venue in which all safety measures were enforced, and the attendees had the opportunity to enjoy five keynote speeches, four tutorials, paper presentations, an award ceremony and a panel. The entire program will remain online to witness this exciting experience at <https://bpm2021.diag.uniroma1.it/program/>. The welcome dinner was held in a nice Roman trattoria on Tuesday. The conference party took place on Wednesday in



Massimo opening BPM 2021 in the impressive Auditorium Antonianum

a villa nearby Rome, with some open-air discussions among participants on the border of the swimming pool and some dancing in the early night. A farewell dinner in Trastevere closed the conference in an historical Roman neighborhood. Friday was devoted to the Doctoral Consortium and the 1st Italian BPM Forum, which engaged the active Italian community on BPM, consisting of well-renowned scientists and active

practitioners. Overall, being it the first event in presence after about 18 months of pandemic, the conference can be considered a success and has demonstrated the resilience and adaptiveness of our community, which continuously grows in scientific value and human relationships.

Massimo Mecella (BPM 2021 General Chair)



BPM 2021 went hybrid: Panel involving physical and virtual participants, and audience

BPM 2021 PC CHAIRS' REFLECTIONS

Like the 2020 edition, BPM 2021 faced the COVID-19 pandemic, and we had to tackle many uncertainties about how to practically organize the conference. In addition, the series of lockdown situations forced many of us to change our way of working and take on additional duties in order to continuously support our students at all levels. Despite this increasing workload, we could only observe how flexible the BPM community is, without losing sight of conducting and completing BPM research. We were proud to share an excellent conference program, which we had put together thanks to such a resilient BPM community.

While last year's edition had been fully online, BPM 2021 was able to connect its members in a hybrid setting. Conference participants could attend talks and discussions in a mixed setting, allowing for physical and online attendance. This hybrid mode reflected the desire of many researchers to re-connect after almost one and a half years of mandatory telework.

BPM 2021 was organized with full respect to BPM's philosophy, containing three research tracks that correspond to the different communities of the conference series. Track I, "Foundations", reflects the computer science tradition in BPM. Track II, "Engineering," is focused on information systems engineering



Manfred Reichert at BPM 2021 opening

and Track III, "Management", covers the approach represented by information systems management. The conference received 123 submissions; 23 papers were accepted for the main conference (i.e., 5 in Track I, 12 in Track II, and 6 in Track III), reflecting an acceptance rate of 18.7%. Our in-depth screening also resulted in 16 submissions appearing in the BPM Forum proceedings.

We wish to express a special thanks to the tracks' program committees. We greatly appreciate their assistance in keeping an intensive review procedure running and guaranteeing that solely relevant and rigorous studies are included in the conference proceedings.

The accepted studies have shown the variety of topics and research methods that characterize BPM. For instance, we can report on diverse insights obtained via behavioral-science thinking (e.g., case studies) and design-science research (e.g., method development). Topics range from process modeling and mining, over conformance checking, to stakeholder engagement and digital process innovation.

BPM 2021 was enriched by three keynote talks. First, Hajo Reijers, from Utrecht University, provided us with a historical perspective on BPM by reflecting on how the ancient Romans organized their work processes and linking modern and past process management practices. Second, Stefanie Rinderle-Ma, from the Technical University of Munich, inspired us to think about sensor-aware process analysis and interactive process automation. Third, Giuseppe De Giacomo, from Sapienza Università di Roma, spoke about AI-based process synthesis for BPM, while making a specific link to declarative BPM.

Similar to last year, we embraced the principles of Open Science, including reproducibility and replicability. As a result, we asked authors to add links to repositories, where reviewers could find additional information (e.g., prototypes, interview protocols, questionnaires). The BPM 2021 papers reflect the Open Science principle by including permanent links to such artifacts.

Artem Polyvyanny, Moe T. Wynn, Amy van Looy, Manfred Reichert

(BPM 2021 PC Chairs)



Masked BPM community enjoying BPM 2021

BPM 2021 BEST PAPER AWARDS

In a dedicated ceremony during BPM 2021, the conference awards were handed over to the award winners.

The BPM 2021 Best Paper Award goes to Paolo Felli, Alessandro Gianola, Marco Montali, Andrey Rivkin, and Sarah Winkler for their paper "CoCoMoT: Conformance Checking of Multi-perspective Processes via SMT." Stephen Pauwels receives the best student paper award for "Incremental Predictive Process Monitoring: The Next Activity Case." The industry form award goes to

Jan vom Brocke, Manuel Weber, and Thomas Grisold for their study "A Matrix for Context-Aware Business Process Management: Empirical Evidence from Hilti." The Blockchain Forum best paper award is given to Marco Comuzzi, Cinzia Cappiello, and Giovanni Meroni for their contribution "An empirical evaluation of smart contract-based data quality assessment in Ethereum." Finally, the RPA Forum best paper award goes to Bern-



The Bolzano team receiving the BPM 2021 Best Paper Award



Stephen Pauwels receiving the BPM 2021 Best Student Paper Award

hard Axmann, Harmoko Harmoko, Lukas-Valentin Herm, and Christian Janiesch for their paper "A Framework of Cost Drivers for Robotic Process Automation Projects."

No accepted paper without reviewers: The best reviewer award goes to Johannes De Smedt. Congratulations to all BPM 2021 award winners!



The BPM 2021 award ceremony in Auditorium Antonianum

BPM 2021 DEMOS AND DISSERTATION AWARDS

17 demos were presented at BPM 2021 on Wednesday in the afternoon. The demo session was held in the open-air courtyard of the Dipartimento di Ingegneria Informatica, Automatica e Gestionale Antonio Ruberti of Sapienza Università di Roma, to be able to manage the safety measures due to COVID and to have a nice technical experience as well. 12 demos were presented live to attendees by the authors, whereas 5 demos were presented remotely to in presence attendees. Overall, the hybrid experience was successful.

The presented demos were BPSimpy: A Python Library for WfMC-Standard Process-Simulation Specifications, Celonis Studio – A Low-Code Development Platform for Citizen Developers, PC4PM: A Tool for Privacy/Confidentiality Preservation in Process Mining, A Blockchain Logging Framework for Mining Blockchain Data, A XES Extension for Uncertain Event Data, A Resource Manager for Advanced Resource Management and Allocation in Processes, Ark Automate – an Open-Source Platform for Robotic Process Automation, The Recommender: A decision support tool for

Predictive Business Process Monitoring, CC4Spark: Distributing event logs and big complex conformance checking problems, DemaBot: A tool to automatically generate decision-support chatbots, NLP as a Service: An API to Convert between Process Models and Natural Language Text, FEM toolkit – A Tool for Business Process Architects, VPM: Analyzing Human Daily Habits through Process Discovery, Event Logs of Ethereum-Based Applications: A Collection of Resources for Process Mining on Blockchain Data, Netgrif Application Engine, Petriflow language and Netgrif Application Builder, BRANCH: An ASP Systems Benchmark for Resource Allocation in Business Processes.

A Resource Manager for Advanced Resource Management and Allocation in Processes, by Sven Ihde, Maximilian Völker, Luise Pufahl, and Mathias Weske was awarded as the best one of BPM 2021.

Francesco Leotta, Arik Senderovich, Marcos Sepúlveda (BPM 2021 Demo Chairs)



Timo Nolle receiving the BPM Best Dissertation 2021 Award from Jan Mendling

The Best BPM Dissertation Award 2021 goes to Timo Nolle for his thesis on Process Learning for Autonomous Process Anomaly Correction. A special thanks goes to Ralf Gerstner from Springer who supports this award with a cheque of 1,000 EUR and the opportunity to publish the thesis in the LNBIP series. The Runner-Up was presented to Karolin Winter for her thesis on Process Constraint Discovery Based on Regulatory Documents and Process Execution Logs.

We thank Springer in general and Ralf Gerstner in particular for their continuing support for the BPM Best Dissertation Award.

Jan Mendling (BPM Dissertation Award Chair of Review Jury)



Mathias, Sven, and Luise happily accepting the 2021 Best Demo & Resources Award

2021 BPM TEST OF TIME AWARD

The biennial BPM Test of Time Award honors the paper presented about ten years ago at the BPM conference with the highest impact, measured in terms of the number of citations in later works. This year's award considered the papers of BPM 2010 and 2011, together with related later journal versions. It was a head-to-head race between two papers, and several further contributions from the considered years also had impressive impacts.

The contents of the two award-winning papers have a common kernel, i.e. a topic that was heavily discussed ten years ago: deviation between the behavior of a process and a process model. Instead of just identifying the model as inaccurate or the process as non-conformant in this case, it was realized that such a situation should be considered regular instead of faulty. Consequently, once such a discrepancy is discovered, the procedure should be continued in a reasonable way. The BPM Test of Time Award 2021 goes to

Repairing Process Models to Reflect Reality by Dirk Fahland and Wil van der Aalst, presented at BPM 2012.

As the name of the paper suggests, the general assumption of this paper is that

differences between observed and modeled behavior indicate deficits of the model; it does not properly reflect the behavior of the process, given by its actual event logs. Instead of just asking for a better model, the approach of the paper results in an automatic repair of the model.

In other words, the authors looked for a model which can replay the event log, but is also as similar as possible to the original model. Apparently, since this method can be applied repeatedly, it seems that the approach is applicable for continuous model improvement and can even cope with continuous slight process changes.

Remarkably, the proposed algorithm is based on an existing conformance checker. Observed derivations in behavior are then used to generate sublogs, from which subprocesses are derived, which are finally added to the original model. This work received many citations because it was among the first approaches which do not only identify deviations but rather use this diagnosis for model improvement.

The runner-up paper, presented one year earlier at BPM 2011, is

Monitoring Business Constraints with Linear Temporal Logic: An Approach Based on Colored Automata by Fabrizio Maria Maggi, Marco Montali, Michael Westergaard and Wil van der Aalst

As mentioned above, this paper also looks at deviations between process behavior and model behavior. However, in contrast to the award winner paper, the model is assumed to have the greater power, and the process behavior is assumed to be faulty in case of discrepancies, i.e., it does not comply with the rules formulated by means of the model.

Similar to the other paper, the approach does not just stop after detecting a behavior deviation. Instead, it continues to compare behavior. This is, however, a difficult and error-prone task, because, according to the model, after illegal behavior the process is in an undefined state and the model does not say much about legal continuations. So here the model state must be repaired after a deviation, so that further violations are defined and can be detected. This approach makes compliance checking much more applicable in practice.

The title of the paper already sheds light on the techniques used: temporal logic and colored automata. These were not part of the basic conformance checking repertoire, but they turned out to be appropriate and useful for the problem tackled.

On behalf of the Steering Committee, congratulations to this year's BPM Test of Time awardees!

Jörg Desel (on behalf of the BPM Steering Committee)



Jörg Desel handing over the Test of Time Award to Dirk Fahland, virtually

HISTORICAL PERSPECTIVES ON BPM

INTERVIEW WITH MICHAEL ZISMAN

During his Ph.D. Michael (Mike) Zisman developed the first workflow management system called SCOOP (System for Computerization of Office Processes) in the mid-1970-ties. He did his work at the Wharton School of the University of Pennsylvania. Mike used a variant of Petri nets to model and automate office processes. Later, many followed this idea. Mike could have continued as a professor at MIT, but decided to create his own company Soft-Switch in 1979 to connect different e-mail systems. He sold Soft-Switch in 1994 and became CEO of Lotus Development. After IBM acquired Lotus, he had various roles within IBM, including vice president of Corporate Strategy. In 2009, Mike created Golf Genius Software, another successful software company, now focusing on his hobby, playing golf. Over 10,000 private clubs, public courses, resorts, and golf associations in 60 countries use his software to manage processes related to golf (e.g., scheduling tournaments). Wil van der Aalst interviewed Mike to talk about his career and the early days of workflow management.

This interview was conducted through an email conversation between Wil van der Aalst and Mike Zisman.

Mike, how did you pick your Ph.D. topic?

I was fascinated by information systems supporting highly structured processes. In 1975, Business Week published an article on the "Office of the Future" talking about the paperless office where software would manage simple tasks and support administrative processes. My supervisor Howard Morgan had funding for a project on office automation, so I grabbed the opportunity. At the time, most people focused on automating tasks like word processing, but I was much more interested in automating processes rather than individual tasks. I wanted to create a generic software system to manage operational processes. Through David Ness, I got

interested in semi-structured processes. I was very much influenced by several researchers in the department working on very different things. In my Ph.D., I was able to combine many complementary ideas into a coherent approach to automating office processes.



Were you in contact with people like Skip Ellis and Gary Nutt? They also developed a Petri-net-based workflow system called OfficeTalk.

Yes, Skip Ellis and others were working at Xerox PARC, having similar goals. Fascinating things were happening at Xerox PARC in the 1970-ties. Many things we take for granted today were developed there, for example, graphical user interfaces, the computer mouse, the WYSIWYG text editor, the laser printer, and object-oriented programming. I also visited Skip to see what they were doing. It was not competitive at all; we enjoyed comparing the different approaches. We tried to tackle the same problem from different angles. One of the lessons I learned is that most systems fail because too much structure is imposed on something that has no structure, or something that has a clear

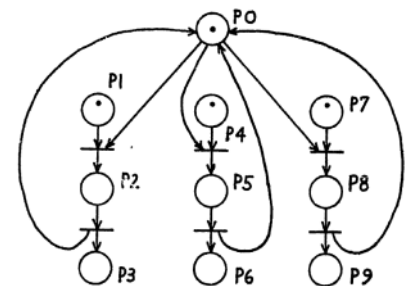
structure is supported by software that has no structure, making the software seem useless.

These insights are closely related to experiences with process mining, where we try to discover process models that show what people and organizations really do.

I have been out of the field too long, so I did not monitor the recent work on BPM/WFM. However, I recognize that many processes that seem simple at first, are not simple at all. The goal is to find out the structure that exists in such processes.

When you were doing your Ph.D., most of the research on processes and Petri nets was done in the US. Later the center of gravity moved to Europe. Can you explain this?

Americans do not have a lot of patience. I am not surprised that these types of things got more traction in Europe. However, I do not have a real explanation. It must be something cultural.



How did you get into Petri nets? Did you meet people like Anatol Holt and Michael Hack?

Dick Hackatorn first introduced me to Petri nets. The idea was immediately appealing and clear to me. I could see that large state spaces can be folded into much smaller Petri nets. I liked the conciseness of Petri nets and their ability to express rules in a clear and compact manner. Because of this, I started to study the work of Anatol Holt, Michael Hack, and others on Petri nets.

INTERVIEW WITH MICHAEL ZISMAN (CONT'D)

You stopped working on Petri nets and workflow automation after you founded Soft-Switch. Were you aware of how the field developed with successful companies like Staffware in the 1990-ties?

was developing scheduling software and had the experience that you could really sell such software. I was intrigued by the fact that you can reuse software and sell it over and over again. I realized

used. After the takeover by IBM, suddenly, many people started to use Lotus in countries all over the globe.

So, how did you get into golf software?

I retired from IBM in 2007 after having many interesting roles within IBM. Two years later, I created Golf Genius Software. It was a kind of hobby to create tee sheet pairings when playing golf with my friends. People have all sorts of preferences that need to be taken into account. This turned out to be a complicated mathematical scheduling problem that cannot be solved by hand because there are too many possibilities.

Then I started to formalize the requirements of golf tournaments. This led to a software solution for the management of both recreational and competitive golf leagues. Since the market is not large, we extended the functionality to handle all sorts of processes taking place in golf clubs, golf resorts, and golf associations. Now 10,000 organizations in 60 countries are using our software.

Thanks for sharing your experiences with us. You told us about your fascinating journey that started with a Petri-net-based workflow system in the 1970-ties and ended with a software company supporting processes related to your hobby.

It was a great pleasure talking to you Wil. It is also great to see that the field of business process management is gaining momentum with new developments such as process mining and software companies such as Celonis and Signavio.

Interview by Wil van der Aalst

REPRESENTATION, SPECIFICATION AND
AUTOMATION OF OFFICE PROCEDURES

Michael David Zisman

A DISSERTATION
in
DECISION SCIENCES

Submitted to

Graduate Group in Managerial Science and Applied Economics

Presented to the Graduate Faculty of the University of
Pennsylvania in Partial Fulfillment of the Requirements for
the Degree of Doctor of Philosophy.

1977

I have met one of the founders of Staffware later in my career. He thanked me for sharing my ideas and was happy that he could create a successful company based on my PhD thesis. I was happy about that. Later, when I was responsible for Lotus Development, I got again more into the topic with products like Lotus Domino Workflow. Talking about process management: When I was at MIT, I was also in contact with Michael Hammer. He worked on process reengineering and later wrote the book "Reengineering the Corporation" which was highly influential. We had similar backgrounds, and both left MIT around the same time. I was in contact with Michael until he died in 2008.

What was the reason you did not stay in academia?

I really wanted to be an entrepreneur. I was always interested in scheduling. As a student at the University of Pennsylvania, I

that software allows for business models that scale differently. When I was at MIT, I realized that I really wanted to be an entrepreneur and not a professor. I am also fascinated by organizations where a group of people realizes something that no individual alone can. The organizational processes where people need to collaborate to achieve a common goal interest me.

So you created Soft-Switch in 1979 and sold it to Lotus in 1994. What happened then?

Lotus Notes had to connect different systems and wanted to use our technology. They bought Soft-Switch, and then things moved quickly. A few weeks after the takeover, I was responsible for Lotus Notes. A bit later, IBM acquired Lotus. Suddenly, the number of users of our software exploded. Lotus was very visible in the market, but not widely

I-BPMA: INDONESIAIAN BPM ASSOCIATION

Academics and practitioners in Indonesia join force and formally establish Indonesian Chapter of the Business Process Management Association (I-BPMA)

It all started from informal discussions among academics in Business Process Management (BPM) and Process Science. Dr. Mahendrawathi ER from Institut Teknologi Sepuluh Nopember, Surabaya has taught and conducted research in BPM. She has collaborated with Prof. Bernardo Nugroho Yahya, from Hankuk University of Foreign Studies on process mining research for several years. Together with other colleagues including Dr. Hamzah Ritchie (Universitas Padjajaran), Bayu Waspodo (Universitas Islam Negeri Syarif Hidayatullah), Rachmadita Andreswari (Telkom University), Yogantara S. Dharmawan (Universitas Semen Indonesia), Riska Asriana Sutrisnowati (IOChord Inc.), Iq Reviessay Pulshashi (IOChord Inc.), and Ika Nurkasanah (Institut Teknologi Sepuluh Nopember), who have taught BPM in their institutions and share similar passion in process science, a discussion group was formed on social media.

The formalization of the community in Indonesia into I-BPMA is triggered by two things; BPM awareness among organizations in Indonesia and the Indonesian Govern-



Mahendrawathi ER, driving I-BPMA

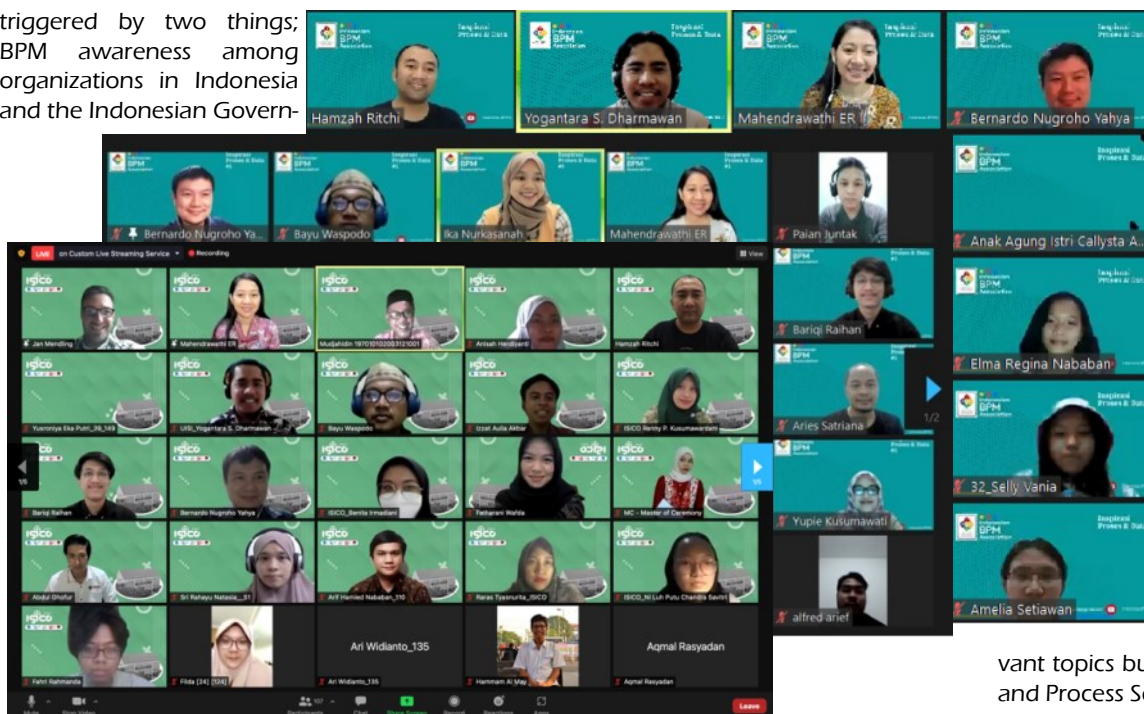
ment's direction to implement Electro-

nic Based Government Systems. The former has been shown by the rapid changes of business processes in many organizations, in particular, during the pandemic era. The latter emphasizes one important aspect, that is business process innovation. Based on those two reasons, we decided to formalize the community, so we can apply BPM and Process Science for the advancement of the academic, governments, and business organizations in Indonesia.

Our first initiative was to conduct a special track called Process Science and Data Analytics (ProDTix) at the Information Systems International Conference (ISICO), organized by the Information Systems Department, Institut Teknologi Sepuluh Nopember, Surabaya, Indonesia. The special track attracted over 30 papers and after the review process, 9 papers were selected for presentation. On August 7th, the special track keynote session was delivered online by Prof. Jan Mendling, attended by over 100 participants. The estab-

lishment of the association was announced after the keynote session. Since the announcement, I-BPMA has grown to about 100 members from academics and practitioners across many domains. In the future, we plan to keep the vision and mission by conducting a series of events such as webinars, international conferences, and discussions on relevant topics but not limited to BPM and Process Science.

Mahendrawathi ER (I-BPMA)



Colleagues involved in establishing the Indonesian Chapter of the BPM Association

BPM EXPERT FORUM BY BPM ASSOCIATION

THE BPM Association launched the BPM Expert Forum Series in 2021. These forums are presented by thought leaders from academia and industry and aim at fostering the exchange of ideas in business process management for both researchers and practitioners worldwide. The BPM Expert Forum is organized by BPM Steering Committee members Shazia Sadiq, Barbara Weber, Hajo Reijers, and Jan Mendling. The events are held every two months and so far four events have been held:

- Inaugural BPM Expert Forum on “BPM Past, Present and Future” with Wil van der Aalst and Michael Rosemann, March 2, 2021
- 2nd BPM Expert Forum on “Does digital innovation need process models?” with Gero Decker and Jan vom Brocke, May 4, 2021
- 3rd BPM Expert Forum on “Will RPA make BPMs redundant?” with Stefanie Rinderle-Ma and Bernd Rucker, July 6, 2021
- 4th BPM Expert Forum on “Is Process Technology ready for Rare Events?” with Giuseppe De Giacomo, Dirk Fahland, Hajo Reijers, Stefanie Rinderle-Ma, and Moe Wynn, September 9, 2021

Watch this space for another exiting event before the end of this year and more to follow in 2022. We always welcome feedback from the BPMA members on suggestions for topics and speakers that would be of interest to the community.

You will find the full video recordings of the BPM Expert Forums as well as transcripts and questions and answers given by the experts at <https://bpm-conference.org/bpma/expert-forum>. As a teaser, we disclose a few questions and answers from the Inaugural BPM Expert Forum given by Professors Wil van der Aalst and Michael Rosemann:

From your huge academic experience, what are the real reasons why universities are still too far removed from business life? Do business people find academics too theoretical?

[Michael Rosemann] Universities vary in the extent to which they are engaged with industry partners, and vice versa. The incentive schemas in universities (e.g., encourage publications) do not directly encourage industry engagement, and industry partners might struggle to understand how to approach and engage with a university. The timeframes of both parties (industry: fast delivery/utility, university: rigorous assessment) are also not al-

ways aligned. Finally, governance and partnership models (e.g., account management) as well as language used might be further road-blocks. However, universities increasingly recognize that access to innovative research questions, empirical evidence as well as the opportunity to create real-world impact are further motivators for industry engagement.

What do you think is the role of disruptive technologies like machine learning in the field of BPM? And what are the big question marks in your opinion? Like what are the questions academics should address to advance the field?

[Wil van der Aalst] Advances in machine learning have been spectacular. At the same time, the applicability of machine learning in the narrow sense (i.e., neural networks) is limited. One needs to have a lot of (labeled) data. The challenges for BPM are: (1) what tasks can be automated and supported by these new technologies and (2) how to support the BPM-function itself. To support BPM itself process mining is more relevant than machine learning in the narrow sense. It is important that academics look for original questions. It does not make any sense to try and make incremental improvements in areas where the industry is leading. I sense that a lot of brainpower is wasted on generating more of the same. Whatever questions we look at, it has to be process-specific.

If you find value in these presentations and discussions with thought leaders, please join us and become a member of the BPM Association at <https://bpm-conference.org/bpma/registration>.

Shazia Sadiq (for the BPM Steering Committee)



Shazia Sadiq welcoming the audience at the Inaugural BPM Expert Forum

ACTIVITIES OF THE COMMUNITY

BPM 2022 features a Journal First Track "Have you seen this article already?" - You may receive or send such a statement from time to time and, indeed, much exciting work in the BPM community is published in journals and, thus, is not directly visible at the BPM conference. For BPM 2022, we make an attempt to change this with a Journal First Track. It will give authors of journal articles the opportunity to present their results to the BPM community, increasing the exposure of their work and fostering the exchange about their ideas. At the same time, for conference participants, the new track will lead to an even richer picture of the state-of-the-art in the field of BPM. In the spirit of the BPM conference series, we aim at a diverse selection of articles, covering the foundational, engineering, and management aspects alike. Information on how to participate in the Journal First Track will be published in due time – stay tuned!

The first edition of the **Process Mining Summer School** is going to take place between the 4th and the 8th of July 2022 in Aachen, Germany. The Summer School is catered towards doctoral students and process mining practitioners, and will include lectures by world-leading experts from the process mining community. The program will cover the latest developments on all facets of process mining, and will be accompanied by a wonderful view of the skyline of Aachen, seen from the last floor of the SuperC, as shown in the picture below.



Mathias Weske was appointed GI Fellow by Gesellschaft für Informatik, the German Association for Computer Science. The laudation says that „with Prof. Dr. Mathias Weske, the GI honors a scientist who has established the modeling standard Business Process Model and Notation (BPMN) in the academic discussion and has fed back scientific findings into the standardization process. In doing so, he has interwoven science and practice in an



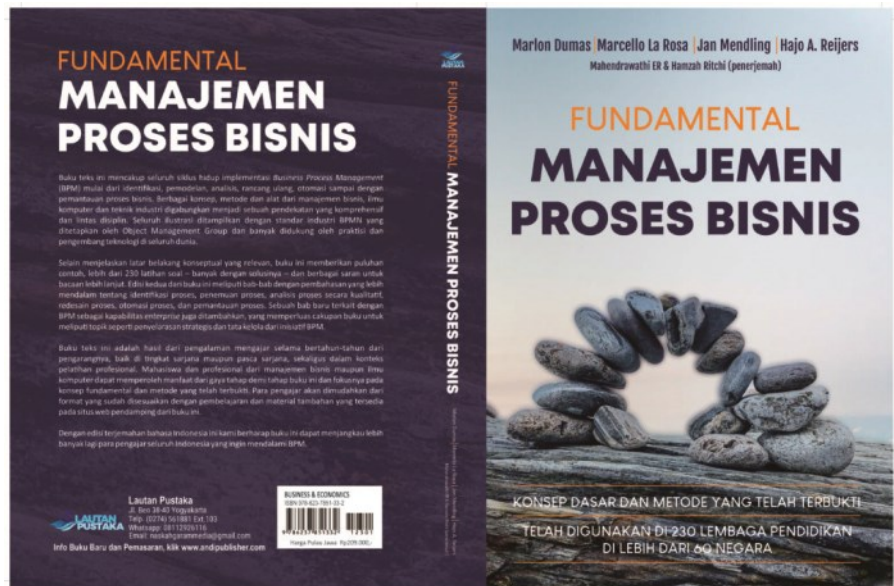
exemplary manner. Mathias Weske's focus is on the areas of process management and process modeling, which he makes clear to many interested parties through textbooks and online courses." This is a prestigious honor for Mathias and at the same time an acknowledgement of the computer science research being performed in business process management.

Marco Montali was appointed Full Professor at the University of Bolzano in Italy. Marco is very well known for his work on a broad spectrum of



formal aspects in business process management, including declarative process specifications, data-aware processes, and combining data with processes. Congratulations, Marco, to your promotion to full professor!

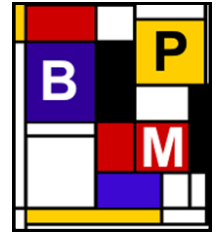
The **Fundamentals of BPM** are now also available **in Indonesian** thanks to the translation by Mahendrawathi ER and Hamzah Ritchi. For more details, see fundamentals-of-bpm.org/translations/.



**PUBLISHED BY THE STEERING COMMITTEE OF THE
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<http://bpm-conference.org>



This newsletter is an activity of the BPM conference series. The goal is to further strengthen the BPM community. Input for the next newsletter is welcome (e.g. activities related to the BPM conference, interviews, contests, new datasets, tools, etc.); please contact mathias.weske@hpi.de

IMPRESSIONS FROM A HYBRID BPM 2021



Mathias opening BPM 2021



Thanks again to the BPM 2021 Organization team—shown here in disguise



What have the Romans done for us, Hajo? ... oh yes, the process!



Massimo and Manfred enjoying a drink