

# BPM NEWSLETTER

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## EDITORIAL

With more and more Covid-19-related travel restrictions falling, we can hope to assemble in full strength at this year's BPM conference in Münster!

It will be the 20th edition in a series that started back in 2003 in Eindhoven and which brought us to the exciting places that you see on the right-hand side of this page. Each line represents the efforts of dozens of dedicated BPM community members to organize "a BPM" in a professional, yet personal manner, strength-

ening the BPM community step by step, year by year.

With the proverb "nothing is so good that you can't improve it", the BPM Steering Committee discusses a series of initiatives to further develop our community. This includes new governance structures of the BPM Association and novel publication formats.

To drive these initiatives, there will be a change in the BPM Steering Committee chairperson position. After having served a term of five years, I will handover duties

to the new SC chair Jan Mendling during BPM 2022. As a tradition, the new SC chair will present some of the ideas in a BPM keynote. All the best Jan, I am sure that you will do an excellent job!

It was a true honor and certainly a highlight of my professional life to have served as SC chair, though I will truly miss editing the BPM Newsletter!

Happy reading, all the best, and take care,

Mathias



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



# WELCOME TO BPM 2022—WELCOME TO MÜNSTER!

Münster is a multi-faceted city. It is a city of science and learning, the City of the Peace of Westphalia, the capital city of bicycles and Germany's Climate Protection Capital. Westphalia's longstanding regional capital is a "young" city, not least thanks to its more than 60,000 students at the University and the University of Applied Sciences.

It is an outstanding place to live, work, learn and research. It is a place where urban culture, municipal diversity and first-class rural recreation intersect and have a mutually enhancing effect.

BPM 2022 will be organized by the University of Münster, one of the largest universities in Germany. Thanks to its extensive range of degree programmes, a diverse research profile, and the atmosphere and quality of life in Münster, the University attracts students and researchers from Germany and around the world. Within the University of Münster, the Department of Information Systems is responsible for organizing BPM 2022 (see more in the respective section of this newsletter).

The venue of the conference as well as the doctoral consortium, the workshops and forums will be the baroque Palace of Münster, together with its surrounding buildings, and all in minimum walking distance!



Palace of Münster, venue of BPM 2022

As we strongly hope that BPM 2022 will be an onsite conference, we are very much looking forward to the social events like the welcome reception in the baroque Palace of Münster (and if the weather is nice, also outside around the botanical garden), sportive activities, and the overall "Münster feeling (without rain)". For the conference par-



Why not spend one night in Heaven, a party location with empty chairs for you

ty on Wednesday, we want to take you to Heaven. Food, drinks, DJ, beach—basically that's all you need in heaven! Located in the harbor section of Münster and just next to the Hawerkamp, it is a relaxed place to spend time with colleagues and friends after a great conference day. Hawerkamp is in itself an interesting area: With an exceptional artistic and musical scene for a city of Münster's size and numerous music events in the different clubs like Sputnikhalle, Triptychon, Favela, or Fusion, it is known beyond Münster.

We are very much looking forward to your contributions and to welcoming you in Münster this year!

Find information about upcoming calls, our sponsors, personal Münster tips from the faculty of our department and much more on the conference website: <https://bpm2022.uni-muenster.de/>

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



Artistic location Hawerkamp, making creative use of a former industrial plant

# SUBMIT YOUR PAPER TO BPM 2022!

If you are reading this newsletter, chances are low you don't know what the BPM conference is. Maybe the word cloud can clarify how the authors shaped the proceedings in the last few years. Want to make it change? Want to shape the future? Submit your paper to BPM 2022!

BPM is structured into three tracks: (I) Foundations, (II) Engineering, and (III) Management. So, how to decide which track to send your manuscript to? In short:

- if you have a breakthrough idea in the area of BPM, shining for novelty and rigour, Track I could be the right one for you;
- if your novel approach outperforms the existing state of the art and makes everyone else bite the dust, Track II is a sweet spot to target;
- if your ideas landed on planet earth and you have evidence that you significantly changed the life of an organisation or a community, Track III could host your insights!

Another suggestion? Look at the photo portraits below: those are the Senior PC members of the three tracks — who would



you prefer to have your beloved paper in the hands?

In more detail, Track I revolves around computer science research methods for BPM – including computational theories, algorithms, semantics, novel languages, architectures, conceptual modelling and other concepts underlying process-aware information systems. Empirical evaluation is not required. Technical quality and groundbreaking nature highly matter.

Track II deals with engineering aspects of information systems research. It covers, among other things, process intelligence, process modelling, and enactment of process models – also in specific domains. All papers in this track should include empirical evaluations.

Track III aims to better understand how BPM can deliver business value by developing and inspiring process-oriented capabilities and technologies to improve, innovate and transform organisations. Areas of interest include strategic alignment, governance, methods, information technology, and the related human aspects including people and culture.

The submission deadline is approaching fast (16 March 2022 AoE)! Wrap up your brilliant findings, make a PDF out of it, proof-read it and submit it via <https://easychair.org/conferences/?conf=bpm2022>. For any further information, drop us a line!

See you in Münster!

Stefanie, Adela, Remco and Claudio (BPM 2022 PC Chairs)

BPM 2022 Senior Program Committee and Program Chairs

Stefanie Rinderle-Ma, Claudio Di Ciccio, Jörg Desel, Chiara Di Francescomarino, Dirk Fahland, Chiara Ghidini, Thomas Hildebrandt, Richard Hull, Sander J.J. Leemans, Andrea Marrella, Fabrizio Maria Maggi, Marco Montali, Oscar Pastor Lopez, Artem Polyvyanyy, Manfred Reichert, Arthur ter Hofstede, Wil van der Aalst, Jan Martijn van der Werf, Hagen Voelzer, Matthias Weidlich, Mathias Weske, Remco Dijkman, Boualem Benatallah, Andrea Burattin, Josep Carmona, Jochen De Weerd, Marlon Dumas, Avigdor Gal, Massimo Mecella, Jorge Munoz-Gama, Lulse Pufahi, Hajo A. Reijers, Shazia Sadig, Prina Soffer, Boudewijn van Dongen, Ingo Weber, Barbara Weber, Moe Thandar Wynn, Adela del Río Ortega, Wasana Bandara, Daniel Beverungen, Paul Grefen, Marta Indulska, Peter Loos, Jan Mendling, Jan Recker, Maximilian Röglinger, Michael Rosemann, Flavia Santoro, Mojca Indihar Stemberger, Peter Trkman, Amy van Looy, Jan vom Brocke



## BPM 2022 WORKSHOPS: SHARE YOUR IDEAS!

Following tradition, BPM 2022 features a number of workshops dedicated to specific areas of business process management. Workshops offer a unique opportunity to share novel ideas and promising preliminary research results that can trigger in-depth discussions about technical, application and novel perspectives in line with the conference topics. As every workshop has specific topics of interest related to a research area, the audience and the discussions are more focused. This is a perfect setting to give visibility to your research in a more relaxed, yet specialized environment.



We deliberately limited the number of workshops in order to increase the participation and level of interaction per workshop. Among the workshop proposals that were submitted, eight workshops were selected that altogether offer a rich spectrum of areas of interest related to business process management. We aimed at minimizing the overlap between workshop topics while maximizing the variety of topics included such that every researcher can find a suitable workshop to submit their work.

Within the final catalog of BPM 2022 workshops there is room for research on data- and process-mining techniques, artificial intelligence applied to novel technologies in conjunction with business processes, as well as methods and tools based on natural language processing. Research results addressing social and human aspects of business process management, as well as declarative, decision-based or hybrid approaches to process management problems are also welcome. Lastly, several workshops have a multidisciplinary focus and expand to neighbor research fields that have synergies with business process management, like Operations Management for data-driven process optimization, the Internet of Things (IoT) for improved process modeling and mining, and Routine Dynamics for better understanding the notion of change in business processes. Considering this, we are happy to announce the following list of workshops for BPM 2022:



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- International Workshop on Business Process Intelligence (BPI)
- Workshop on Social and Human Aspects of Business Process Management (BPMS2)



- International Workshop on Declarative, DECision and Hybrid approaches to processes (DEC2H)
- International Workshop in Artificial Intelligence for Business Process Management (AI4BPM)
- International Workshop on BP-Meet-IoT (BP-Meet-IoT)
- Workshop on Business Process Management and Routine Dynamics (BPM&RD)
- Workshop on Natural Language Processing for Business Process Management (NLP4BPM)
- International Workshop on Data-Driven Business Process Optimization (BPO)

Submission deadline is June 5, 2022.

More details can be found on <https://bpm2022.uni-muenster.de/workshops>. We are looking forward to your submissions!

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

# KEYNOTES AT BPM 2022: TAKING THE NEXT STEPS

In the tradition of our conference series, BPM 2022 features three outstanding keynotes with different perspectives on business process management.

**Jan Mendling** is the Einstein-Professor of Process Science with the Department of Computer Science at Humboldt-Universität zu Berlin, Germany. His research interests include various topics in the area of business process management and information systems. He has published more than 450 research papers and articles, among others in Management Information Systems Quarterly, ACM Transactions on Soft-



ware Engineering and Methodology, IEEE Transactions on Software Engineering, Journal of the Association of Information Systems and Decision Support Systems. He is co-author of the textbooks Fundamentals of Business Process Management and Wirtschaftsinformatik, which are extensively used in information systems education.

Jan will talk about "Taking the next steps towards Business Process Science". The International Conference on Business Process Management celebrates its 20th birthday. Over these two decades, the conference has been the nucleus for the growth of a thriving BPM community that continuously provides impactful solutions to practical problems. In this talk, Jan reflects upon

the actual importance of research on business processes and the unique strengths of the BPM community. These strengths offer a diverse spectrum of opportunities for developing research on business processes as a science. Jan discusses steps that the BPM community can take for seizing these opportunities.



**Gero Decker** is General Manager for Business Process Intelligence at SAP. He was previously co-founder and CEO of Signavio, a leading provider of process management software with over 2,000 customers and more than 800 employees worldwide, which was acquired by SAP in early 2021. Gero holds a PhD in Business Process Management from the Hasso Plattner Institute in Potsdam, Germany, and is a globally recognized thought leader in process management and business transformation.

Gero will talk about „BPM products for the next 20 years“. Many products and technologies supporting BPM in organisations have come and gone over the years. Given his insights from SAP, Gero dares a look into the next 20 years and shares how academic research can play a role to make it happen.

**Chiara Ghidini** is a senior Research Scientist at Fondazione Bruno Kessler (FBK), Trento, Italy, where she heads the Process & Data Intelligence (PDI) research unit and is responsible for the new centre of digital Health & Well Being. Her scientific work in the areas of Semantic Web, Knowledge Engineering and Process Mining is internationally well known, and she has made significant scientific contributions in several areas including formal semantics for contextual reasoning, business process modeling, and predictive business process monitoring.



Chiara will talk about „Perspectives on BPM: an ideal ground for Integrative AI?“ Integrative-AI proposes an overarching interdisciplinary approach oriented to integrate different scientific methods, technologies, disciplines and competences by investigating the integration of heterogeneous computational representation and reasoning techniques, such as the integration of symbolic and sub-symbolic representations; of different symbolic (rest. sub-symbolic) representations; of different areas of AI; and even of approaches outside of the AI community. In this talk Chiara discusses inherently integrative aspects of BPM together with new challenges that may benefit from an interplay between integrative AI and the BPM field.

Stefanie Rinderle-Ma

(BPM 2022 Consolidation Charir)

# INTERVIEW WITH GERO DECKER

**Dr. Gero Decker** is General Manager for Business Process Intelligence at SAP. He was previously co-founder and CEO of Signavio, a leading provider of process management software with over 2,000 customers and now more than 800 employees worldwide, which was acquired by SAP in early 2021. Gero holds a PhD in Business Process Management from the Hasso Plattner Institute in Potsdam, Germany, was named "Innovator of the Year" by MIT Technology Review and "Top 40 under 40" by Capital Magazine.

I had the chance to talk to Gero about his upcoming keynote at the BPM 2022 conference in Münster on „BPM products for the next 20 years“.

**Stefanie:** Can you please give us a short retrospective on the most important BPM technologies and trends in the last 20 years?

**Gero:** BPM as a management discipline and mindset to optimize organizations has been around much longer than 20 years. In terms of BPM products and technologies, in general, you want to a) analyze how the organization is currently operating, b) help to redesign it, and c) implement business processes. Here, looking back, BPM has experienced the rise and fall of the Business Process Management Suite (BPMS) where the idea is that you can do everything in one system. History has shown that the idea of the BPMS failed and you rather have to eat the elephant in chunks. Business processes are very complex and this led to a number of different technologies. For the analysis (a), we have seen the advent of process mining and data-driven techniques to uncover insights and put them into the hand of people. The redesign of business processes (b) is based on modeling and simulation, including digital twins. It is important to design before you change so that you can make conscious changes and assess the impact beforehand. Implementing business processes (c) is the most active area right now. How do you implement a business process? There are probably ten thousands of products that are process-oriented, but are not the „all-in-one-suite“. Many systems have a workflow to configure, ranging from low code application de-

velopment platforms, RPA for small process fragments, AI-led decisioning, workflow systems, to process-driven reconfiguration through built-in workflow capabilities. So there is a much broader choice to implement a process than 20 years ago. In very rare cases, we implement a process in an end-to-end fashion. More typically, we rather implement fragments or parts that lend themselves to a certain type of technology. So overall, we can see that different process patterns call for different types of technologies. Nowadays, the



process idea has come out to the front, driving the way how to configure and implement systems in general.

**Stefanie:** Can you please give us some examples for fruitful cooperations between industry and academia in these years?

**Gero:** 15 years ago, modeling was shaping up and there are several examples of super successful collaborations to build the modeling languages we are still using today. But also on the implementation side, there are lots of interesting ideas such as event-driven architectures, process-driven automation, resulting in lots of collaborations between academic groups and industry. Pretty recently, there is the collaboration with Jan vom Brocke, Jan Mendling, and Michael Rosemann on the BPM billboard to structure the discipline and to give people an easy way to start with BPM. And not to mention process mining that originates from academia and most of the process mining companies were founded of academia.

**Stefanie:** Which BPM trends and technologies are currently most influential in industry?

**Gero:** There are three drivers right now to expand the reach of BPM, to get out of the corner of efficiency and compliance only, and to design the new enterprise: Process management as a strategic tool to reinvent organizations and the emergence of process people in senior executive positions: here we see that the number one capability required nowadays is to change and adapt constantly at scale. Hence, companies need operations folks with strong process thinking. BPM tells you how to change and how to change fast, i.e., BPM is the transformation engine for the organization. This is a very uplifting message for our community: If you love processes, you can have a pretty exciting career in front of you. The second piece is the love and hunger for automation, i.e., going the smart way of handing over work to machines. But before you can do that, you have to understand your process super-well and simplify it. Here, BPM is the key to tame the complexity. Towards AI-driven optimization of organizations: changing an organization is a beast. We will see automated change recommendations – all the way to automatically driving change – once we leverage all data within and across organizations. Even if we start from small incremental optimizations to begin with, this is pretty amazing and the boundaries are pushed more and more over time.

So the BPM organization of the future can be seen as an autopilot in change and implementing change. This is super fascinating. And we experience that we can collect insights as people are happy to share and drive these insights.

**Stefanie:** Which developments and technologies will emerge in the next years / in 20 years? In academia? In industry?

**Gero:** If you want to know the future you have to attend my keynote at BPM 2022.

Thank you, Gero!

Stefanie Rinderle-Ma (Interview Editor)

## GROUP COLUMN: FOCUS ON MÜNSTER

For the fourth time the BPM Newsletter features a group column to introduce BPM groups with their specific research focus and highlights. This group column introduces the Information Systems and Information Management Group (IS&IMG) at the University of Münster, which will organize BPM 2022.

The group is embedded in the Department of Information Systems of the University of Münster. Aside from the IS&IMG, researchers of the Department work on a wide selection of topics, with their emphasis on Supply Chain Management, Inter-Organisational Systems, Practical Informatics, Data Science, Digital Transformation and Society, Digital Innovation and the Public Sector, Machine Learning and Data Engineering, Cyber Security, and Statistics and Optimization.

IS&IMG is headed by Prof. Dr. Dr. h.c. Dr. h.c. Jörg Becker, whose general research interests lie in the areas of Business Process Management, Information Modelling, Hybrid Value Creation, E-Government, and Retail Information Systems. In general, all the additional 27 staff members relate their research to BPM in one way or the other.

Jörg himself is particularly interested in the development and application of conceptual modelling languages, specifically for the retail domain. For this, he likes researching on semantic process modelling notations, most importantly on the “icebricks” method. Similarly, he works on modelling languages for e-government, again using domain-specific building blocks-oriented languages. More recently, Jörg bundles his work in the context of Smart Cities, focussing on the elements retail, e-government, energy, and mobility.

The research approach most applied at the Department is Design Science Research, resulting in artefacts that demonstrated their usefulness and applicability because of a rigorous research process. This resulted in various nationally and internationally funded projects, as well as the two-time recognition with the University of Münster’s “Transfer Prize”, awarded to those researchers of the University most active and successful in disseminating their finding to practice.

The members of Jörg’s group specialize in the areas of Retail, Smart City / City 5.0, e-Government, and (IS) education. Research projects like RISE\_BPM (Researcher and Innovation Staff

Exchange for Business Process Management; 2015-2019; Marie Skłodowska-Curie grant agreement No 645751) connect them to the BPM community around the globe, resulting in publications on various BPM-related topics. During the four years project duration, members of the group had the privilege to spend 87 months in total at our partners institutions for joint research.

Another guarantor for the groups international work on BPM is the ERCIS network (European Research Center for Information Systems), which is headed by Jörg and his team. The ERCIS is a lively international network of researchers and practitioners active in the wider field of Information Systems (IS). The different perspectives and backgrounds allow for the unique and country-spanning multi-disciplinary work on current IS questions and “hot topics”. Currently, 31 academic partners from 27 countries, as well as twelve individual members bundle their efforts to drive IS research and education.

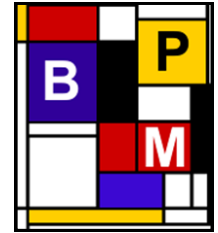
You can find out more about the group at <https://www.wi.uni-muenster.de/is>, and the ERCIS Network at <https://www.ercis.org>. We are looking forward to any collaborations!



## PUBLISHED BY THE STEERING COMMITTEE OF THE BPM CONFERENCE SERIES

Wil van der Aalst, Boualem Benatallah, Jörg Desel, Marlon Dumas, Jan Mendling, Manfred Reichert, Stefanie Rinderle-Ma, Michael Rosemann, Shazia Sadiq, Barbara Weber and Mathias Weske (chair).

<https://bpm-conference.org>



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Upcoming BPM Conference	Registration and BPM Expert Forum	All Conferences and Awards	Steering Committee	Learn about

### Business Process Management Conferences

Welcome to the website of the BPM conference series. Since 2003, the International Conference on Business Process Management. Over the past decade, the conference has built its reputation by showcasing leading-edge together with talks, tutorials and discussions by the most renowned thought leaders and innovators in the field embraces the diversity and richness of the BPM field and serves as a melting pot for experts from a mix of disciplines, Information Systems Engineering, and Management.

### BPM 2022 in Münster, Germany, September 12-15, 2022

BPM 2022 is the 20th conference in a series that provides the most prestigious forum for researchers and practitioners in the field of Business Process Management. Over the past decade, the conference has built its reputation by showcasing leading-edge together with talks, tutorials and discussions by the most renowned thought leaders and innovators in the field embraces the diversity and richness of the BPM field and serves as a melting pot for experts from a mix of disciplines, Information Systems Engineering, and Management.

## ACTIVITIES OF THE COMMUNITY

In 2021, the BPM Association launched the **BPM Expert Forum** series. The five sessions presented by industry and scientific leaders in the field attracted over a thousand participants collectively. Our global participants had the opportunity to engage with the speakers during and after the events through extended Q&A sessions. The lineup of events include an inaugural session with Wil van der Aalst and Michael Rosemann, an innovation related session with Gero Decker and Jan vom Brocke, a technology session with Stefanie Rinderle-Ma and Bernd Rücker, and a panel session on process mining. In December, Mieke

Jans and Angelique Koopman discussed about "Audit analytics with a process view".

We will return in 2022 with exciting new sessions to foster exchange of ideas in BPM for the benefit of researchers, practitioners, and solution providers. Suggestions for the session topics, speakers and format are welcome and can be directed to any of the BPM Steering Committee members Shazia Sadiq, Barbara Weber, Hajo Reijers, and Jan Mendling. Please notice that the video recordings of most BPM Expert Forum sessions are available at <https://bpm-conference.org/bpma/expert-forum>.

Luise Pufahl, Jorge Munoz-Gama and Mathias Weske are co-organizing the second edition of the minitrack **Process Mining in Healthcare** at HICSS-56, the



56th Hawaii International Conference on System Sciences. The conference will take place in Maui, Hawaii. We expect plenty of interactions within the minitrack and also with colleagues contributing to the track on Information Technology in Healthcare. We invite submissions on process mining in the broad field of healthcare, including patient treatment processes, both in clinics and with practitioners, processes involving healthcare service providers including healthcare insurance companies. Deadline is June 15, 2022. Please find details at <https://sites.google.com/view/hicss-56-pm-in-healthcare>. We are happy that this minitrack is supported by the Process-Oriented Data Science for Healthcare Alliance, the chapter within the IEEE Task Force on Process Mining to promote the use of Process Mining in Healthcare.



*The BPM conference offers their moral support to our Ukrainian colleagues, to the Russian scientists that speak up against this war, and to all other nations suffering from war.*

