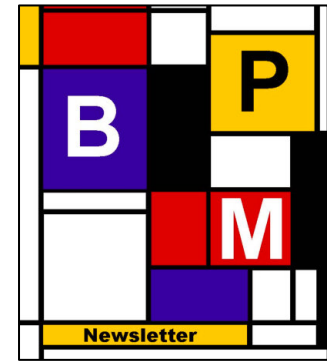# BPM Newsletter

Issue 1/2025

February 2025

Editorial

Today, we had 10 cm of snow in my hometown in Germany. What could have been a better activity than dreaming of the BPM Conference in beautiful sunny Seville this summer!

This newsletter shares important updates on the conference. We learn more about the social events, we read messages from the chairs of the main conference, the workshops, and the two new forums on Responsible BPM and Process Technology.

I am sure that you are already curious about who will be giving the keynote talks. Then, keep on reading! And we get to see the faces behind all the efforts around this year's BPM Conference in Seville. Have fun reading this newsletter!

All the best,

Jan

Welcome to Seville

Only six months remain until BPM 2025, which will take place in the stunning and historic city of Seville, Spain. We warmly invite you to submit your most innovative research to the conference's diverse events. There are plenty of opportunities to present your work, whether in the Main Conference tracks, the Forums (Process Technology, Responsible BPM, Industry & Society, or Educators), Tutorials, Demos, or any of the eleven exciting workshops. All calls for submissions are now available on our website: www.bpm2025seville.org.

Beyond the conference sessions, we have prepared an unforgettable social program that will immerse you in the history and culture of Seville. Our welcome reception will be held in the former Royal Tobacco Factory, a magnificent 18th-century stone building that was Europe's first tobacco factory and a masterpiece of industrial architecture from the Old Regime. Featuring elegant courtyards adorned with marble fountains, this historic site now serves as the rectorate of the University of Seville.

On Tuesday, we will enjoy a private guided visit to the Real Alcázar of Seville, a breathtaking palace originally built by Moorish Muslim kings and considered one of Spain's most beautiful landmarks. As Europe's oldest royal palace still in use, its upper levels serve as the official Seville residence of the Spanish royal family. The palace is also home to stunning gardens, featuring Moorish and Renaissance designs, tranquil ponds, exotic trees, and picturesque pavilions. Together with the Cathedral of Seville and the General Archive of the Indies, the Alcázar is recognized as a UNESCO World Heritage Site.

Our conference dinner promises to be a memorable experience. Hosted at Abades Triana, an elegant restaurant on the banks
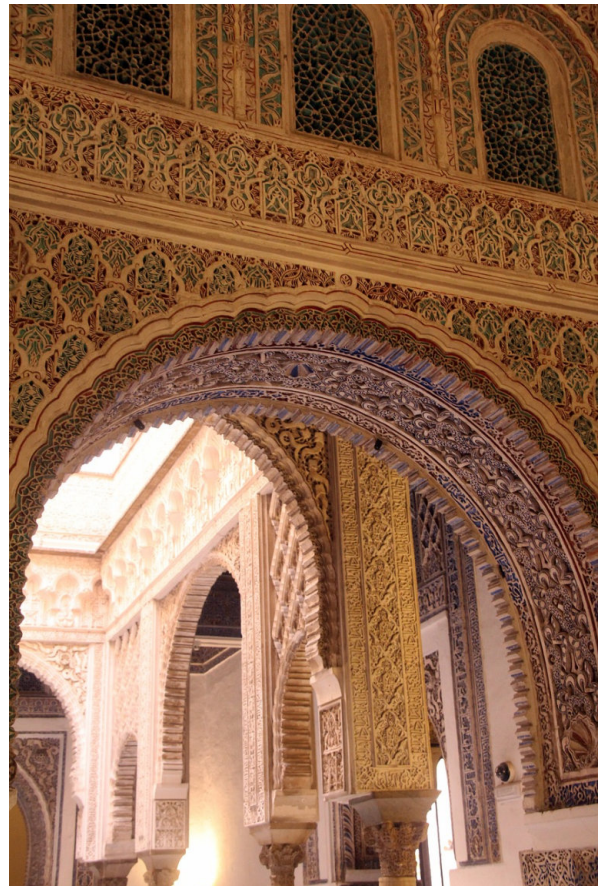
of the Guadalquivir River, we will savor avant-garde Andalusian cuisine, blending tradition with innovation. As we dine, we will enjoy spectacular views of some of Seville's iconic landmarks, including Torre del Oro, the Giralda, and the Maestranza bullring.

If you wish to extend your stay, there are plenty of incredible destinations within easy reach of Seville. You could relax on one of the beautiful beaches just one hour away, visit a traditional sherry bodega, or explore the Roman city of Italica, the birthplace of emperors Trajan and Hadrian.

Join us for an unforgettable conference experience in Seville, a city where history, culture, and innovation come together. We look forward to welcoming you!

Adela del Río Ortega, Manuel Resinas
(BPM 2025 General Chairs)

Find more information at:
https://www.bpm2025seville.org

Join New BPM Workshops

The BPM conference has a long-standing tradition of hosting workshops that explore specific research topics across the entire spectrum of BPM. These workshops provide a unique platform for researchers to share novel ideas, present promising preliminary results, and engage in meaningful discussions. Each workshop focuses on a distinct topic, attracting an audience of experts who offer valuable feedback and facilitate in-depth conversations beyond individual papers. BPM workshops thus provide an ideal setting for connecting with the community and presenting research in a specialized yet relaxed environment.

For BPM 2025 in Sevilla, we sought to uphold this strong tradition while ensuring a diverse and comprehensive representation of BPM research directions. We are therefore pleased to have accepted the following 11 workshops:

● 9th International Workshop on Artificial Intelligence for Business Process Management (AI4BPM)

● 1st International Workshop on Implementation and Management of Intelligent Process Automation Solutions (AUTOMATE)

● 9th Int. Workshop on Business Processes Meet the Internet-of-Things (BP-Meet-IoT)

● 5th Workshop on Change, Drift, and Dynamics of Organizational Processes (ProDy)

● 1st Workshop on Distributed Ledger Technologies in Business Process Management (DLT4BPM)

● 3rd Int. Workshop on Formal Methods for Business Process Management (FM-BPM)

● 2nd International Workshop on Managing Process Innovation in the Era of Digital Transformation (Innov8BPM)

● 4th Workshop on Natural Language Processing for Business Process Management (NLP4BPM)

● 3rd Workshop on Object-centric Processes from A to Z (OBJECTS)

● 2nd International Workshop on Processes, Laws, and Compliance (PLC)

● 2nd Workshop on Visual Process Analytics (VIPRA)

These workshops range from well-established series, such as AI4BPM and BP-Meet-IoT, to brand-new initiatives. Specifically, we are pleased to host the 1st editions of AUTOMATE and DLT4BPM, which are continuations of the retired RPA and Blockchain Forums, as well as the PLC and VIPRA workshops, who have chosen to move from other conferences to BPM.

The workshops also differ in their formats, though all will include interactive elements, such as panels or plenary discussions to increase the level of engagement. Don't miss out on what the workshop organizers have in store for you!

The submission deadline for workshop papers is **6 June 2025**. Further info on the workshops can be found on our website: www.bpm2025seville.org/workshops/

We are looking forward to seeing you at the workshops!

Bedilia Estrada Torres, Han van der Aa, and Inge van de Weerd

(BPM 2025 Workshop Chairs)

Submit your Best BPM Research Papers

Are you excited to share the results of your groundbreaking BPM research with the global BPM community? Do you want to receive valuable feedback from the world's leading BPM experts to help refine and elevate your work? Then do not miss the chance to submit your paper to the 23rd International Conference on Business Process Management in vibrant Seville, Spain!

BPM 2025 promises to be an exciting event, featuring three tracks that will explore pressing BPM challenges while shaping the future of the field. Before submitting, make sure to check the focus of each track to ensure your paper finds the perfect home:

●**Track I – Foundations:** If your research introduces innovative BPM concepts with a formal, mathematical, conceptual, or philosophical angle, this is the track for you. In more detail, this track revolves around the underlying principles of BPM, including computational theories, formal methods, novel problems and languages, architectures, conceptual frameworks, taxonomies, techniques, and algorithms for modeling, automating, analyzing, and optimizing business processes. Empirical evaluation is not required, whereas technical quality and cutting-edge innovation are highly important.

●**Track II – Engineering:** If you are addressing BPM challenges with systems or artifacts designed to solve real-world organizational problems, this track is the perfect fit. It focuses on the engineering aspects of BPM research, covering topics such as process modeling tools and techniques, process enactment (including interactions with software infrastructure), and process monitoring and analytics (including process mining). All papers in this track should include rigorous and repeatable empirical evaluations that demonstrate the merits of the proposed artifact.

●**Track III – Management:** For papers that investigate how organizations manage, govern, and optimize their processes, including process metrics, adoption, or cultural challenges, this track is where your work belongs. It welcomes research on the socio-technical, cognitive, or organizational aspects of BPM techniques, tools and methods as well as managerial and governance aspects of BPM. The goal is to advance our understanding of how BPM concepts, models, and methods along with the underlying information systems can be integrated into organizations to drive business transformation and value. Papers in this track report on rigorous empirical research such as surveys, experiments, case studies, action research, etc.

But that is not all—BPM also features fresh forums and workshops, providing additional opportunities to present your research in unique and impactful ways. Not sure where your paper fits yet? Feel free to reach out for guidance or to discuss your ideas!

The submission deadline is approaching quickly: **March 4, 2025, for abstracts, and March 11, 2025, for full papers**. Papers must be submitted in time via the BPM 2025 EasyChair submission website: https://easychair.org/conferences/?conf=bpm2025.

We encourage authors to consider our principles for open science and diversity, equity, and inclusion when submitting. All papers will be reviewed with a double-blinded process, and those that provide publicly available artifacts will be awarded a badge. Additionally, outstanding contributions will be recognized with the Best Paper Award and Best Student Paper Award!

Get ready to be part of an inspiring event that will push the boundaries of BPM research. We cannot wait to see what you have to share and to meet you in Seville!

Arik Senderovic, Cristina Cabanillas, Irene Vanderfeesten and Hajo Reijers

(BPM 2025 program chairs)

Responsible BPM for a Sustainable Tomorrow

The advances of AI and other technologies present businesses with societal challenges, possibly affecting the well-being of workers, customers, and the environment. These tectonic shifts call for reevaluating how business processes are designed and optimized. Business Process Management (BPM), traditionally focused on efficiency, must now also address broader societal and environmental concerns, driving the emergence of Responsible Business Process Management (RBPM).

RBPM ensures that business processes meet organizational goals while considering stakeholders' needs, such as employees, customers, regulators, and the environment. It aims to promote well-being, sustainability, fairness, and social responsibility, addressing global challenges like climate change and inequality.

The **Responsible BPM Forum** provides a platform for exploring how to integrate responsibility into BPM practices, addressing challenges like data privacy, AI ethics, sustainable practices, and aligning business goals with ethical frameworks. This forum invites contributions through full papers, research-in-progress, and short papers to shape the future of RBPM.

Important Dates:

●Abstract Submission: May 22, 2025

●Paper Submission: May 29, 2025

●Author Notification: June 30, 2025

●Camera-Ready Submission: July 7, 2025

We encourage diverse contributions from researchers and professionals. Whether presenting full papers, early findings, or fresh perspectives, your involvement will help define the future of responsible business process practices. Together, we can make BPM a force for good in organizations and society.

Submission Types:

●Full Papers (up to 12 pages): Significant contributions, including research, case studies, or theoretical advancements.

●Research-in-Progress Papers (up to 6 pages): Early-stage research or preliminary results.

●Short Papers (up to 2 pages): Point-of-view pieces or emerging ideas.

For submission guidelines, visit:

https://www.bpm2025seville.org/calls/responsible-forum/

We look forward to your contributions in Seville this September as we advance responsible BPM.

Mahendrawathi ER, Thomas Grisold, Avigdor Gal, Flavia Santoro

(RBPM Program Chairs)

First Process Technology Forum

An Interview with Prof. Dr. Manfred Reichert (Ulm University, Germany) and Prof. Dr. Mathias Weske (HPI Potsdam, Germany)

The first Process Technology Forum will take place at BPM 2025 The idea for this forum emerged during several discussions between Manfred, Mathias, and me during the BPM 2024 conference. Special thanks to the BPM Steering Committee for its support in establishing this forum, which focuses on advancing process systems.

Stefanie: How do you understand and define process systems?

Manfred: I would draw an analogy to another highly successful information system, i.e., database technology. Before relational databases emerged, we had low-level systems which made application programming very complex and expensive, even requiring knowledge of physical data representation. Then, relational DBMS came up with a clear theoretical foundation. First, practitioners did not believe in them. But then it turned out that application programmers no longer had to take care of low-level tasks such as synchronization or data querying. Instead, SQL as standard (similar to BPMN in BPM) allowed accessing data at a high level of abstraction. The key success factor proved to be that in an RDBMS integrated sophisticated techniques from DB research, enabling, e.g., query processing, transaction management, or data indexing. The situation is similar with BPM. There are several process systems that handle many tasks, but have not been as successful as DBMS yet, because clear standards and interfaces are missing. This improved a bit with BPMN. However, we need to develop process systems that can cope with thousands of users, scale effectively when facing large numbers of processes, provide user-friendly tools, and support the development of applications on top. There is still a long way to go, and a more systematic approach and larger community are required. In principle, process systems might become as successful as database systems.

Mathias: Nice way to look at it. At the same time, DBMS have a well-defined and comparatively narrow functionality, primarily allowing users to store and retrieve data efficiently and with transactional guarantees. BPM, on the other hand, is much broader, encompassing various domains and all phases of the BPM lifecycle. There are excellent process modeling and analysis tools in the design phase; at the systems implementation and configuration level, we use process engines or we customize software systems to the needs of specific processes. These systems generate data, which we can use to extract knowledge about process behavior to facilitate process mining. Due to this broadness of systems involved and their manifold dependencies, we really needed to establish the Process Technology Forum for connecting people and increase the understanding of the various process systems and how they interrelate.

Stefanie: Despite the ongoing and growing importance of systems, especially for supporting computing-intensive AI tasks, process systems seem to not have gained a similar momentum. Do you share this observation and if yes, can you maybe share some reasons for this?

Mathias: With the rise of GenAI it is really fascinating to explore how to incorporate it into process systems. Business processes and AI systems form a very strong pair. In process systems, for everything you do, for every activity, you have a context. This is the key point in having a process! Each activity serves a purpose, the process defines what needs to be done, who is responsible, which data is used, which decisions have been taken, and what comes next. This gives process systems a competitive advantage, since AI can take advantage of this context. Expectation is that AI systems can provide much more fine-grained and much more adequate knowledge when being used

together with the context knowledge the process defines. Especially when it comes to processes and AI, understanding synergies between different kinds of systems is key to fuel innovation.

Manfred: One challenge to advance process systems is the disconnect between academic efforts and industry players. While research groups have developed sophisticated proof-of-concept prototypes that have evolved into companies such as AristaFlow, Apromore, and Camunda, we do not regularly see process system vendors at the BPM conference. This is partly because the computer science perspective of BPM is not well represented. Hence, we want to establish the forum to also foster the exchange between BPM researchers and industry. Companies know what customers need and what novel research fields are important. Similar initiatives in other subfields, such as the process mining task force, have proven successful over time. As another challenge, research on process systems requires large groups and collaboration on engineering aspects. It is often easier to design an algorithm and to compare it to benchmarks. The question remains whether this will bring major progress in the long term. BPM would benefit a lot from engineering systems and system architectures. This also applies to, e.g., process mining frameworks that need to scale in large environments or integrate streaming data.

Stefanie: How meaningful is data-driven process analysis without the process system perspective?

Mathias: When we look at process mining projects, often the hard part is preparing the event log, might it be case-centric or object-centric. The generation of the event log creates considerable effort, as the data might be generated without a dedicated process perspective. This makes it hard to correlate the data with the process. Of course, it is naive to believe that everything is executed by a process engine, but the challenge is

nonetheless to link activities to events and to correlate them. To some extent, correlation "is" the process. This is why the process perspective is so important. Picking up Manfred's point, it is very important to involve companies in the BPM conference at the technical level. Many of them have been great sponsors over the years, but there is little exchange at the technical level. Maybe the reason is that there was no forum for that ;)

Manfred: Data-driven process analytics evolves towards real-time analytics, i.e., analyzing process data during enactment and execution. Some research directions already go beyond predictive and prescriptive analytics. However, this research will remain superficial if we fail to integrate these techniques with real-time systems across all levels. Take, for example, digital twins. The goal is not only to monitor the data and make some analysis, but to use the digital part to influence the process in the physical world by interventions and adapting the process. This requires a tight integration between physical and real processes as it can be enabled with process systems.

Mathias emphasized meaningful event logs. Logs from real-world process systems like Camunda often differ significantly from those commonly used in research, such as the BPIC logs. Real-world logs contain low level steps, calling, for example, a SQL procedure. If we want to do real-world analytics, we have to cope with these logs, even without being able to ask experts.

Regarding AI technology, it has the potential to foster continuous learning; predictive and prescriptive process monitoring, and system evolution, including unlearning the system. Hence, integrating process systems with AI can contribute to their sustainable application.

Stefanie: What is your perspective on future process systems and why should-especially younger researchers-submit to the process technology forum?

Mathias: The BPM community brings together excellent conceptual research and really nice prototypes. As the leading scientific conference in our field, a highly competitive acceptance rate makes it particularly challenging for process systems papers to be accepted. This is one of the main motivations to start the forum where we exactly look for papers on systems architectures, interfaces, usage scenarios, and dedicated subsystems like process repositories, process engines, and on all topics that you find in the CFP.

For the future development, the integration of existing technologies in appropriate architectures is key. There are many excellent tools out there. At the same time, there are few interconnections between these tools, tools are rather silos. We need overarching platforms and architectures to study how tools relate to each other, and how we can combine them to address novel challenges. Our forum aims to bring people together for joint interests in engineering process systems. I think there is potential for great impact on the systems side, but there might also be novel research challenges emerging from a broader and more technical perspective on process systems.

Manfred: My hope is to bring together groups with shared interests in engineering process systems, to stimulate collaborations, and to set up benchmarks. This will also bring these papers closer to the main conference. There, one criticism of process systems paper was that they have not been applied in the real-world. However, introducing a process system in the real world is extremely challenging. So we also need to (re-)define criteria to evaluate process system papers.

I strongly believe that the forum will have a great audience. Take, for example, the previous RPA and blockchain fora. Their sessions were always well visited with great interest. The forum will also connect to other BPM subfields, e.g., how to engineer a simulation environment or a scalable process mining system. And eventually, the forum can make BPM more attractive for researchers from the computer science field, e.g., from software engineering and distributed systems. The forum provides an entry point to the community and to start conversation. When discussing about the CfP, we included one section on non-traditional application domains, e.g., MES, healthcare systems, logistics, etc. This is crucial in order to obtain a broader perspective on the requirements for process systems that we might not have had in mind so far.

Mathias: I think this is an excellent point. Everybody who submitted papers to the RPA or blockchain fora, please consider sending your paper to the Process Technology Forum!

The forum could be an important initiative to involve people from software quality, software engineering, and distributed systems. There was the excellent keynote by Matthias Weidlich at the BPM2023 in Utrecht. It showed very nicely how research results from database technology can help in the BPM sector.

I am happy that two great colleagues with very strong backgrounds in the design and implementation of process system join me as PC Chairs, **Remco Dijkman and Dimka Karastoyanova**. We are looking forward to your submissions to the BPM 2025 Process Technology Forum!

The Interview was conducted and edited by **Stefanie Rinderle-Ma**

More details:

https://www.bpm2025seville.org/calls/technology-forum/

Meet the People behind BPM 2025

The Information Systems Group at the SCORE Lab, University of Seville, led by Prof. Manuel Resinas, is a team of 12 researchers dedicated to developing intelligent, human-centered technologies that help organizations analyze, monitor, and optimize their business processes. The group's research spans multiple areas, with the shared goal of making BPM and process mining more accessible, insightful, and autonomous. The following highlights the areas of most active work in recent years.

A key focus is advancing autonomous, human-centered support in both the process of process mining and business process compliance. The group develops intelligent tools that enhance analysts' ability to apply process mining techniques efficiently, reducing manual effort and making insights more accessible. At the same time, they design autonomous compliance systems that predict and reason about compliance violations while ensuring meaningful, human-centered interactions with stakeholders.

In the area of process performance measurement and monitoring, the group leverages Generative AI to simplify the definition and development of Process Performance Indicators (PPIs) and dashboards, making performance tracking more intuitive for non-experts. In parallel, they develop new methodologies for defining and monitoring PPIs in object-centric event logs, enabling organizations to better track performance in complex, multi-entity processes. Their research also tackles predictive monitoring challenges, ensuring that deployed predictive models remain reliable and adaptive over time.

Finally, as organizations undergo digital transformation, the group explores how workstream collaboration tools can enhance teamwork and productivity. They also explore personal productivity through a process-oriented lens, integrating diverse data sources to uncover insights into individual work patterns.

Beyond research activities, the group is actively engaged in the Process Science cluster of the ERCIS network and recently organized the ERCIS Winter School on Advanced BPM Topics in Seville. These activities reflect a strong commitment to fostering collaboration and knowledge exchange within the BPM research community.

Keynote Speakers

In the tradition of our conference series, BPM 2025 features three outstanding keynotes with different perspectives on business process management.

Shazia Sadiq is a globally recognized leader in data and process management, with a 25-year career as a researcher and educator focused on dismantling socio-technical barriers to technology-driven transformation. Her work has significantly advanced the fields of data quality management, scalable data curation, process modelling and compliance, and information resilience. She has published over 200 peer-reviewed publications and attracted research funding from the Australian Research Council, industry and various national and international funding bodies. Shazia is an elected Fellow of the Australian Academy of Technological Sciences and Engineering, Director for the ARC Industry Transformation Training Centre on Information Resilience 2021-2026, past chair of the National Committee on Information and Communication Sciences at the Australian Academy of Science 2019-2022, and member of The Australian Research Council College of Experts 2018-2021. During her keynote, Shazia will talk about "The Essential Toolkit for Process Scientists: Comprehension, Compliance and Change."

Josep Carmona is a full professor of computer science at the Universitat Politècnica de Catalunya (UPC) and CEO of Process Talks, a company founded to empower people when they sit in front of a computer. As a researcher, he enjoys solving complex problems by connecting complementary disciplines—a habit that has led him to work in areas such as concurrent systems, VLSI, BPM, process mining, data science, natural language processing, and generative AI. Josep co-authored the book Conformance Checking (Springer, 2018) and co-edited the Process Mining Handbook (Springer, 2022), the latter of which is one of the most downloaded books in the field of process mining today. As an entrepreneur, he is building a technology company amidst the unprecedented revolution brought on by the disruption of generative AI. This exciting journey is filled with lessons learned and best practices that Josep plans to share with the BPM community in this keynote.

Pernille Bjørn is an ACM Distinguish member and professor at the Department of Computer Science, University of Copenhagen, Denmark (DIKU). Professor Bjørn's research is centred within the area of Computer Supported Cooperative Work (CSCW),

studying cooperative practices to design cooperative technologies. Professor Bjørn is best known for research on distributed work (e.g., global software development), large information systems (e.g., healthcare systems), and tech entrepreneurship (e.g., Palestine). Currently, Professor Bjørn research interest focuses on Hybrid Work, Cooperative Virtual Reality, and Diversity, Equity, and Inclusion bridging gender and neurodiversity. Professor Bjørn spent several years in North America at the University of California, Irvine, Simon Fraser University, Vancouver, and lastly, as a Fulbright scholar at the University of Washington. Professor Bjørn was a visiting researcher at the Indian Institute of Management, Bangalore (IIM-B) in periods between 2012-2014, and published her second book: Diversity in Computer Science in 2023. In this keynote, Professor Bjørn will explore the connections between research on Computer Supported Cooperative Work and Business Process Management and explore the benefit of engaging in collaboration producing new forms of research together and across the fields.