

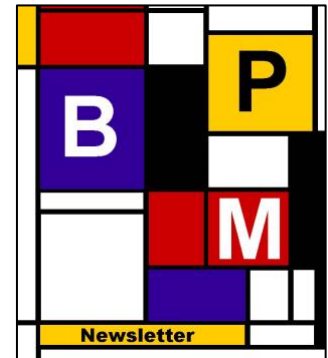
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# BPM Newsletter

Issue 2/2025

December 2025

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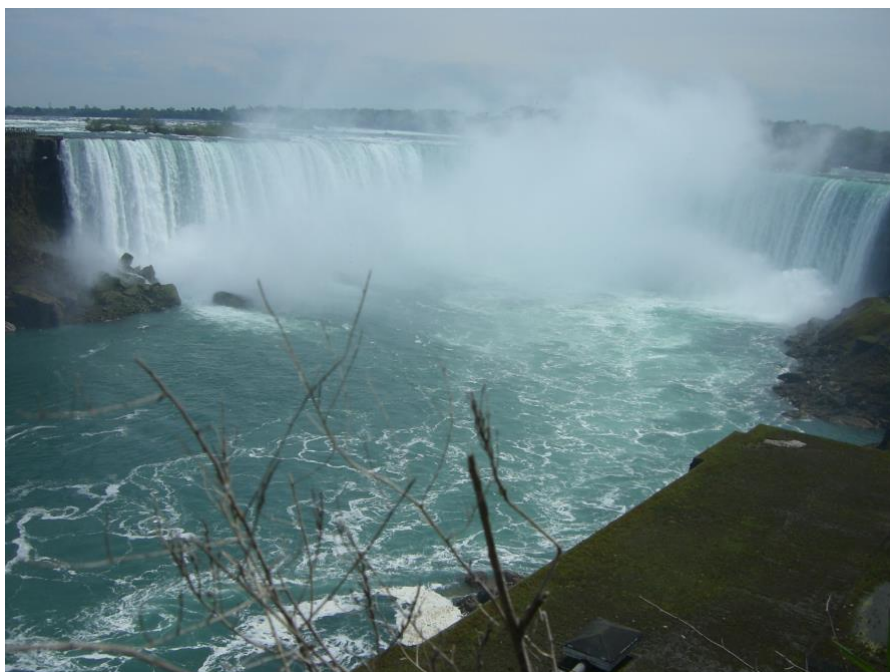
## Editorial

All good things come to an end. Could you imagine a BPM conference without the support of Ralf Gerstner from Springer? In mid December he will retire and hand over to Anna Kramer. I was lucky that I could still get him for an interview in which I could ask all my questions that I had missed to ask up until now.

Also soon coming to an end is the call for workshop proposals, the first deadline for BPM 2026 in Toronto. Do not miss the chance to still propose a workshop and plan your trip. You will have a chance to see the Niagara falls that are less than two hours away from Toronto. Arik Senderovich is also giving us some first ideas about the conference.

There are also many other topics covered. Most importantly, we commemorate our colleague Bart Baesens from KU Leuven who passed away this summer. All the best and take care!

Jan



- 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
- 21st BPM 2023 Utrecht
- 22nd BPM 2024 Krakow
- 23rd BPM 2025 Seville
- 24th BPM 2026 Toronto

# Ralf Gerstner and 25 Years of Publishing

When you read this text, Ralf Gerstner will have transitioned into his well deserved retirement. We took the chance and interviewed him on his 25 years with Springer.



Ralf Gerstner representing Springer at BPM 2019 in Vienna at the Award Ceremony. Springer has been sponsoring the Best BPM Dissertation Award with initially 1,000 Euro and the opportunity for the PhD to publish the thesis in the LNBIP series as a monograph.

Mending: Thank you for supporting the BPM Conference for such a long time! One of the things that maybe most of us do not know: How did you start with Springer? What was your education and your prior experiences?

Gerstner: Originally, I studied what was called Industrial Engineering and Management at Karlsruhe Institute of many years ago, in 1979. I then worked for about 15 years as a software developer and consultant for companies like Siemens-Nixdorf, Symbolics, and SAP, where I worked for almost 10 years. So, when I started with Springer, I was already 40 years old. I daresay you cannot search for such a position, you can just find it. That's because there is no dedicated education that would prepare you for being an editor for a publisher. And I must admit when I saw the advertisement at the time, I had no clue what it actually is. It sounded interesting to me as I've always been interested in books. I learned at the time from Alfred Hoffmann (at that time the head of computer science publishing with Springer). He told me, it doesn't matter that you don't know anything about publishing, because that's something we can teach you. What you should know is something about computer science, because that's something we can't teach you.

Mendling: So what was the focus at Springer back then?

Gerstner: Springer searched for someone who could develop Springer in the more application-oriented areas. At that time, Springer was very strong in theoretical computer science or in mathematically driven aspects of computer science, but not on the application side. This matched quite well with my own background, because I had mostly worked in application areas or in what today would probably be called middleware. I started with Springer in July 2001. In the beginning, it was also quite strange, because I sat there in the office, and I thought, okay, and what do you do here exactly? What are you expected to do? I learnt it's not about going very deep into a certain topic, but it's more about getting an idea of what the author might like to say and how well they can explain. On the one hand, some authors come to us, because they have a certain idea. On the other hand, sometimes I approached the author. I was always looking at tutorials that I found on conference pages. This is interesting for us as a publisher, because someone who offers a tutorial at a conference must have spent quite some time already thinking about a topic, how to present it, about its history and background, and what is nice for us, we also can assume that a first evaluation had already been taken place, because proposals for tutorials are evaluated. So there was a certain quality assurance, because it was accepted at a conference. And the author already had collected some material.

Mendling: You started with Springer in 2001, the BPM conference started in 2003. What are your first memories about the BPM conference? Is there anything specific that comes to your mind?

Gerstner: The first time I was at a BPM conference was in 2008. At that time, it was in Milan, if I remember correctly. I already knew some of the people related to BPM at

that time, just by their name. Overall, I was impressed by the openness of people and the openness of the discussions there. I remember at that time, I attended Wil's tutorial on process mining. And this was actually the starting point of his book that was later developed out of it. Since then, I regularly attended the BPM conference.

Mendling: I also remember the Milan conference. Somebody stole my laptop.

Gerstner: Okay, I must have much more positive memories than you then.

Mendling: You've seen many BPM conferences since and you also know other conferences. Can you think of something that is characteristic for BPM and how it compared to other conferences?

Gerstner: I guess the closest conference in terms of topics and community is CAISE. What I like about BPM is the close relation to industry topics. What you present as research results there has an almost immediate effect on what's happening in industry. For example, if you take Celonis, the start-up company in process mining, which has grown immensely over the last years. Basically, it started from people who were closely related with BPM in the beginning. Now, they are the biggest unicorn in German IT currently. This close relation between research and industry was something that I always considered as being of considerable interest, because I knew also from my own background how important BPM was (and is), for example, for SAP and many other companies. Over the years, BPM managed to have a steady growth while other conferences had a more erratic up and down.

Mendling: You already mentioned Wil's book. There are a few BPM books that have come to life over the years.

Gerstner: Exactly. I remember at BPM in Tallinn Wil gave a talk where he showed a slide with the six most important books in

BPM. Five of them were actually Springer books, and four of them were managed by me. This made me somewhat proud, I must admit. For many of our books in the area we have seen subsequent editions. For example, Mathias Weske's Business Process Management book is already in the fourth edition. With Wil and your Fundamentals of BPM team, we are discussing new editions.

Mendling: We have less of an idea, so, all of these BPM books that Springer has published, what is the importance of these books from Springer's perspective?

Gerstner: For us, it's always nice if we have books that sell well. I'm happy to say we had some of these in the BPM area. Also in the wider CAISE area, we had some other books e.g. on enterprise architecture that also did very well and have seen third or even fourth editions. This is always a sign for us that we made a good move with publishing the book. The BPM area has proven very strong for us, not only in computer science, but also for my colleagues in business and economics. For example, they have books by Michael Rosemann or by Jan vom Brocke. What is the interesting thing is that we can sell all these books not only to the academic community or to universities, but also to practitioners or professionals, because BPM is a topic that really counts in industry.

Mendling: So now it's 2025, so you started almost 25 years ago. A lot of things have changed in many disciplines. Can you compare a bit, how things are today in publishing, how have things been 25 years ago.

Gerstner: I would say, there are two big differences. First, when I started, we calculated and printed each and every book individually. This has definitely changed with the importance of e-books. We see that we sell much less printed copies than before, but we see a very heavy usage of the e-books. You can easily check on Springer's catalogue page, where we display the number of chapter downloads updated on a weekly basis. The e-books have

considerably changed the way we advertise and promote books. I remember when I started, we printed individual catalogues for certain areas, e.g. information systems (including business process management). No-one does this anymore. The second major change is the still ongoing move towards open access. It is still much more explicit in journals, probably already 80% is mostly driven by open access there. I mean, you know yourself, because you have the open access journal on Process Science with Springer. For books, there are not yet any compound agreements like we e.g. have them with the Max-Planck-Society and others, it's still more on an individual basis, but there is definitely a considerable interest in the topic.

Mendling: Recent years have also seen very interesting developments that imply also a lot of changes that might see developing in the next years. I'm speaking of language models, of tools like ChatGPT. How do you at Springer currently look at such technologies? Which opportunities or risks do you perceive as a publisher?

Gerstner: There are opportunities for the authors to use such models, e.g., to collect information, but this immediately creates a problem from our perspective. We need to find out which authors actually wrote, and which authors only claim to have written a text. It's a difficult thing, and especially in countries where there is a lot of pressure on people to publish. We see that this is a real danger. We'll surely have an eye on it.

Mendling: Right, that will keep us busy in the next years. So, maybe this is nothing that you'll have to worry about as a professional anymore, so that's maybe a good thing for you. But if you imagine as a book lover, how would you wish that the book market is developing in the next 20 years?

Gerstner: I think you need to make a difference between what is called literature and what is called scientific publication. In literature, I dare to hope that the actual author



work will definitely keep its importance, and that you will see hopefully not just the language model generated stuff. Scientific literature is used in a different way. Many people don't read a book cover to cover, as you would do for some piece in art or literature. And searching is so much easier electronically: there is this little part that is of interest for you, then there is another part that is of interest for you, and maybe you can combine the two parts into something new. Therefore, the importance of electronic publication will even grow further. I think we will see less and less printed books, for sure. But I still think the book will not disappear, at least not the book as a concept. If you teach something, it's much easier if you have a consistent presentation of a topic, than if you have to read 10 pages here and 5 pages there. Therefore you will always need a book – though maybe not as a printed matter. But you will need it conceptually, be it as a textbook, or as a monograph that summarizes a larger piece of research or a larger area. I'm pretty confident this will remain.

Mendling: What a beautiful closing word! Thank you very much for this interview! If you want to reach out to Ralf, you can still reach him via [gerstner <dot> ralf <at> gmail <dot> com](mailto:gerstner@ralf.com). We wish you all the best for your retirement!



Ralf Gerstner at BPM 2019 in Vienna.

# Commemorating Bart Baesens



With deep sorrow, we had to say farewell to Professor Bart Baesens, full professor in Big Data & Analytics at KU Leuven, who passed away unexpectedly on August 6, 2025.

Bart was an exceptional teacher and researcher, known for his contagious enthusiasm and profound passion for his field. His expertise in big data and analytics made him a pioneer in his domain.

He was a valued colleague within his group, the Research Centre for Information Systems Engineering LIRIS), and a driving force behind numerous research projects. Students described him as “a lecturer who combined deep subject knowledge with warmth, humor, and genuine care for his students.”

Bart was also instrumental in shaping the BPM domain. He was supervised by Jan Vanthienen and later supported the design of one of the first process discovery algorithms based on artificially generated negative events leading to one of the only papers on process mining published in JMLR. Bart later became the supervisor of many researchers in the domain, including Jochen De Weerd and Seppe Vanden Broucke and he was a key collaborator of Estefanía Serral Asensio and Johannes De Smedt. Bart supported the community as a programme committee member of various conferences, including ICPM and BPM, and served as a committee member of numerous process mining PhD boards. He also edited a special issue of MISQ which features one of the few process analytics-oriented papers in that outlet.

Most of all, Bart will be remembered as a kind and generous person, evidenced by his long-standing friendships with many inside and outside academia. He will be greatly missed.

# Welcome to BPM 2026 in Toronto

In 2026, the BPM conference returns to North America after more than a decade and we are thrilled to welcome you to the vibrant, diverse, and innovative city of Toronto from September 28 to October 3, 2026.

We are delighted to invite you to experience our city at York University, the conference's host institution and one of Canada's leading research universities.

Toronto is a world-class metropolis on the shores of Lake Ontario and a global hub for business, technology, and culture. The city offers an extraordinary blend of modern innovation and multicultural spirit, with over 200 languages spoken and communities from around the world calling it home. From the iconic CN Tower and Harbourfront to the historic Distillery District and Kensington Market, Toronto offers endless opportunities to explore, connect, and be inspired.

The conference venue, York University's Keele Campus, is situated in the northwest of the city and is one of Canada's largest and most dynamic academic environments, home to over 55,000 students and renowned for its interdisciplinary research and industry collaboration. With its modern facilities, sustainable architecture, and direct subway connection to downtown Toronto, York provides an ideal setting for knowledge exchange and community-building.

BPM 2026 will bring together the global Business Process Management community — researchers, practitioners, and visionaries — for a week of high-impact papers, keynotes, tutorials, workshops, and forums.

As in the previous year, the conference will feature the BPM Forum, Industry Forum,

Educators Forum, Technology Forum, and Responsible BPM Forum — each showcasing the latest developments shaping the future of process science and automation.

Beyond the academic program, you can look forward to memorable social events celebrating Toronto's energy, featuring a diverse cuisine reflecting the city's multicultural heritage. The region offers plenty to explore before and after the conference, including day trips to Niagara Falls, the Toronto Islands, and the world-famous Muskoka lakes.

We look forward to welcoming you to Toronto for BPM 2026 — a conference where innovation meets diversity and where academic excellence meets Canadian hospitality. Join us for an unforgettable week of research, collaboration, and connection in one of the most dynamic cities in the world.

Arik Senderovich & Ravi de Costa

General Chairs, BPM 2026 (Toronto)



# Workshop Proposal Deadline 10<sup>th</sup> Dec

BPM 2026 is soliciting proposals for workshops to be held on Monday, September 28, 2026. Workshops facilitate the exchange of ideas and experiences among active researchers and practitioners and trigger in-depth discussion of technical, application, and novel perspectives in line with the conference topics. For BPM 2026, we seek workshops that jointly cover the full spectrum of BPM research—from foundations to engineering to management—reflecting the diversity of the BPM community. We explicitly encourage workshops that cover contemporary topics in BPM. Our expectations are:

**Capacity:** We have six rooms available on workshop day; acceptance of workshops will, therefore, be selective.

**Novelty & impact:** A workshop should develop new topics and ideas that can shape the further course of the BPM discipline. It should also include audiences from diverse backgrounds and involve people representing new topics and/or regions.

**Interactive formats required:** Every workshop must include at least one creative/interactive session (e.g., panel; practitioner–researcher forum; research experiment; brainstorming/co-creation session; manifesto or paper-writing; lightning talks based on work-in-progress kept outside the official proceedings). If a session needs to be filled, please add interactive content, not keynotes.

**Call for Papers:** Please allow paper submissions to your workshops. Accepted papers will be included in the workshop proceedings.

**Organizer team:** Include a maximum of three organizers per workshop.

**Workshop types:** Proposers may choose one: (i) Mini-conference (peer-reviewed papers with proceedings plus interactive

elements) — the default & majority type, as many participants require publications for travel reimbursement; (ii) Mini-Dagstuhl (curated topics, agenda-setting outcomes); (iii) Paper-development workshop (author–mentor development; no formal proceedings required).

**Diversity & coverage:** Take measures to attract diverse contributions across the full BPM spectrum.

**Regional priorities:** We prioritize proposals that extensively integrate colleagues from the Americas as organizers and PC members (please state their involvement explicitly). We also prioritize topics that bridge to neighboring domains with strong communities in the Americas.

**Continuity:** Workshops with a successful history may be offered a guaranteed slot (subject to capacity). At the same time, we will discontinue workshops that attracted few submissions in 2025.

**No merging:** If similar proposals are submitted, we will choose one proposal, but not ask the organizers to merge their proposals.

## **Deadline for workshop proposals:**

**Wednesday, December 10, 2025**

Notification:

Wednesday, December 17, 2025

Workshop Management Chairs

Xixi Lu (Utrecht University)

Jorge Muñoz-Gama (Pontificia Universidad Católica de Chile)

Daniel Beverungen (Paderborn University)



# Reflecting on BPM 2025 in Sevilla

We are delighted to look back on BPM 2025, which took place from Aug 31 to Sept 5, 2025, in the beautiful and historic city of Seville, Spain. Hosted at the Hotel Meliá, the conference brought together a vibrant community of researchers, practitioners, and educators for inspiring days of ideas, discussions, and connections, all framed by Seville's rich cultural heritage and warm Andalusian atmosphere.

Sunday at the Doctoral Consortium, PhD students presented their research and received feedback from leading scholars in the field. This opening day emphasized mentorship and collaboration, setting a supportive tone for the week.

On Monday, BPM 2025 came to life with eleven workshops covering a wide spectrum of topics, from artificial intelligence and natural language processing to visual analytics, process innovation, and compliance. The day provided fertile ground for exploring emerging research, and the lively exchanges among participants reflected the diversity and dynamism of our community.

From Tuesday to Thursday, the main conference unfolded with packed rooms and animated discussions. The program featured the conference tracks, Foundations, Engineering, and Management, along the traditional Industry & Society, and Educators and two new specialized Forums: Process Technology, and Responsible BPM. The program also included engaging tutorials, demos and resources, and the journal first track. The diversity of the program highlighted BPM's expanding horizons, from AI-driven automation and cognitive process mining to responsible design and sustainability.

Three keynote speakers inspired and challenged the audience with their

perspectives on the future of BPM and its intersections with society and technology. Prof. Shazia Sadiq (Univ. of Queensland) opened the conference with her talk on "The Essential Toolkit for Process Scientists: Comprehension, Compliance and Change," outlining three core competencies that define process science and a perspective on what it means to be process scientist in the era of AI. On Wednesday, Prof. Josep Carmona (UPC / Process Talks) brought an entrepreneurial lens to BPM with his keynote on "Taking Your BPM Project to the Next Level," sharing insights from his entrepreneurial journey and providing concrete and practical advice. Finally, Prof. Pernille Bjørn (University of Copenhagen) explored how "Cooperative Contexts and Values Shape Hidden Yet Pertinent Conditions for Process Design," connecting BPM with human-centered and collaborative system design.

Beyond the scientific program, BPM 2025 offered unforgettable social events that captured Seville's cultural and architectural splendor. The welcome reception took place in the historic Royal Tobacco Factory, now the rectorate of the University of Seville, a magnificent 18th-century building where participants gathered for a guided visit and cocktail reception. On Tuesday evening, attendees enjoyed a private guided tour of the Real Alcázar of Seville, a UNESCO World Heritage Site whose breathtaking Moorish architecture and lush gardens provided a magical setting for conversations and photographs. The conference dinner at Abades Triana, overlooking the Guadalquivir River and Seville's skyline, was a highlight of the week. Amid avant-garde Andalusian cuisine and panoramic views of the Giralda and Torre del Oro, the BPM Awards Ceremony celebrated this year's outstanding contributions. The conference concluded with a farewell party at La Raza Puerto, where participants enjoyed music, food, and a joyful closing to an inspiring week.



On Friday, we hosted a special Spanish-language event: “Gestión y Automatización de Procesos en la Era de la Inteligencia Artificial – Impulsando la innovación en el sector público,” focused on how AI, process mining, and RPA are transforming process management in the public sector. The session provided practical insights, real cases, and networking opportunities, highlighting our commitment to connecting research, practice, and public impact within the BPM community.

BPM 2025 in Seville was a celebration of innovation, collaboration, and community. As general chairs, we are deeply grateful to everyone who contributed, from authors, reviewers, and sponsors to the organizing and program committees, for making this edition such a success.

With heartfelt thanks and warm memories from Seville, we now pass the torch to BPM 2026 in Toronto, Canada!



# Reflections from the PC Chairs

Under the blazing late summer sun and with temperatures reaching typical Southern European vacation levels, the historic streets of Seville provided a warm and lively setting for BPM 2025, held from Aug 31 to Sept 5. As a leading international forum for researchers and practitioners, BPM 2025 provided a platform to present and discuss the latest innovations in theories, methods, tools and techniques for managing and improving business processes. The conference maintained its established structure of three research tracks, a rigorous peer-review process, and a rich program of keynotes, technical sessions, and affiliated events.

This year's main conference program featured three dedicated research tracks. Track I Foundations focused on formal, mathematical, and conceptual contributions that advanced the theoretical principles of BPM, welcoming papers that introduced new frameworks, algorithms, and modeling approaches without requiring empirical validation. Track II Engineering emphasized the development of artifacts and systems designed to address concrete BPM challenges, accompanied with rigorous and reproducible empirical evaluations to demonstrate their effectiveness. Track III Management explored the organizational, socio-technical, and managerial dimensions of BPM, featuring empirical research that examined how process management practices deliver business value across various contexts.

BPM 2025 received 142 submissions in the main tracks, of which 132 underwent a double-blind review: 44 in the Foundations track, 65 in Engineering, and 23 in Management. Each paper was reviewed by three program committee members, followed by a discussion phase and a meta-

review led by a senior program committee member. For the first time, a reviewer pooling system was introduced to balance review workloads across tracks. The review process resulted in 30 accepted papers for the main conference (23% acceptance rate), and 24 papers in the BPM Forum.

The keynotes at BPM 2025 offered interesting reflections and valuable insights into challenges and opportunities in the field. Shazia Sadiq (Univ. Queensland, Australia) highlighted three important pillars that every business process analyst and researcher should be knowledgeable on in "The Essential Toolkit for Process Scientists: Comprehension, Compliance and Change." Josep Carmona (Univ. Politècnica de Catalunya and CEO of Process Talks, Spain) brought an entrepreneurial lens to BPM in his keynote "Taking Your BPM Project to the Next Level: The Entrepreneurial Journey from Academia" sharing lessons from building a company at the intersection of process mining and generative AI. Pernille Bjørn (Univ. Copenhagen, Denmark) elaborated on the connections between the field of Computer Supported Cooperative Work and Business Process Management and how insights from CSCW can inform and challenge traditional BPM thinking in "Cooperative Contexts & Values Shape Hidden Yet Pertinent Conditions for Process Design."

The seven main conference sessions and three BPM Forum sessions were chaired by early and mid-career BPM researchers.

We sincerely thank everyone who contributed to making BPM 2025 such a success. As PC chairs, it was a privilege to shape this year's program and witness the remarkable enthusiasm, curiosity, innovation, and collaborative spirit that define our community.

Arik Senderovich, Cristina Cabanillas, Irene Vanderfeesten & Hajo A. Reijers  
(BPM 2025 Program Chairs)

# Diversity, Equity & Inclusion at BPM

The BPM community continues to uphold its commitment to diversity, equity, and inclusion (DEI) across all professional activities. At BPM 2025 in Seville, the DEI Committee launched several initiatives to foster a welcoming and inclusive environment for all participants, regardless of age, gender identity, race, ethnicity, socioeconomic background, country of origin, religion, sexual orientation, physical ability, education, or work experience.

**DEI Data Highlights:** This year's conference accepted papers from 28 countries across six continents—Asia, Africa, North America, South America, Europe, and Australia—marking an increase from 25 countries in 2024. New contributors included China, Hungary, Kosovo, Norway, Sri Lanka, Tunisia, and the United Arab Emirates. Representation from the Global South improved, with seven countries participating—Brazil, China, Indonesia, Sri Lanka, Tunisia, UAE, and Uruguay—compared to five last year.

Gender diversity among first authors showed encouraging trends. Across the entire conference, 32.5% of first authors were female and 67.5% male. In the main track, the ratio was 19% female to 81% male. Notably, Australia, Indonesia, Poland, Tunisia, UAE, and Uruguay had more female than male first-author submissions.

For the first time since 2003, BPM 2025 featured more female than male keynote speakers. Gender parity was achieved among Program Committee chairs, with a consistent 50/50 split. The overall representation of women in the Program Committee remained stable at around 30% in recent years. The Program Committee itself included over 160 members from a wide range of institutions and countries, reinforcing the conference's commitment to diverse representation.

Session chairs in the Main Tracks and BPM Forum were evenly split between male and female, while female leadership outnumbered male in the chairs of the Workshops, Demos & Resources, the Education Forum, and the Doctoral Consortium.

We extend a special thank you to Jens Gulden, the BPM data custodian, for performing the detailed DEI data analysis that informed these insights.

**Mentoring Lunch:** During the BPM 2025 conference, the DEI Committee hosted a Mentoring Lunch designed for early-career researchers to connect with senior BPM scholars. In a relaxed setting, participants explored topics ranging from publication strategies and academic careers to industry transitions and work-life balance. The session was praised for its openness and the opportunity to share best (and worst) practices during the PhD journey. A total of 21 master students, PhD students and postdocs registered for the event, making it an engaging session.

We thank the senior BPM community members who generously shared their time and insights during the Mentoring Lunch: Adela del Rio, Flavia Santoro, Hajo Reijers, Jan Mendling, Marlon Dumas, Matthias Weidlich, and Michael Rosemann. We're excited that BPM 2026 continues this tradition.

**Supporting Access:** To promote broader participation, the DEI Committee proposed a discounted conference fee for attendees from lower-income countries. Five participants benefited from this initiative in 2025.

As we look ahead to BPM 2026, we invite the community to reach out to the DEI committee and share ideas.

Shazia, Carlos and Irene  
(DEI committee BPM2025)

# Responsible BPM

On the third day of the 23rd International Conference on Business Process Management (BPM 2025) in Seville, the BPM community witnessed a landmark event, the first-ever Responsible Business Process Management (RBPM) Forum.

When the BPM Steering Committee approached us in October 2024 to chair this inaugural forum, we, Flavia, Avi, Thomas, and Mahendrawathi, were unsure how the community would respond. Seeing a fully packed room reaffirmed that the BPM community is ready to engage with the question of responsibility in process management.

The session began with Thomas Grisold introducing our keynote speaker, Prof. Jan Mendling, who explored diverse perspectives on justice and responsibility in processes. His talk delved into the concept of distributive justice, discussing equality, equity, and needs, and connecting these principles to the emerging field of Responsible BPM. Jan concluded with an inspiring outlook on future BPM research, emphasizing the need for responsible-by-design process methods, process-specific design patterns, mechanisms that promote both efficiency and responsibility, and a deeper understanding of how legal and organizational contexts influence malicious processes such as fraud, corruption, and abuse.

Following the keynote, ten presentations showcased a variety of RBPM-related research topics. During the wrap-up session, participants shared valuable insights and aspirations for the future of RBPM. Many emphasized the importance of developing a comprehensive map of Responsible BPM, integrating ongoing research ideas to foster collaboration, and establishing a shared research agenda for the community. There was also strong

interest in creating a more interactive and industry-oriented format, exploring how organizational roles evolve with process maturity and the rise of process mining, and studying the psychological and communication aspects of responsibility. Participants further highlighted the need to bridge academia and industry more closely, incorporate technology and AI responsibly into BPM, and develop a manifesto to provide alignment on how responsibility can be embedded in process and technology design. Finally, the group discussed experience-based papers and showcasing real-world use cases of Responsible BPM.

In its first edition, we were proud to recognize three papers with diverse topics presented at the forum:



**Best Paper:** The Impact of Event Data Partitioning on Privacy-aware Process Discovery by Jungeun Lim, Stephan Fahrenkrog-Petersen, Xixi Lu, Jan Mendling, and Minseok Song



**Second Best Paper:** Agentic Business Process Management: Practitioner's Perspectives on Agent Governance in Business Processes by Hoang Vu, Nataliia Klievtsova, Henrik Leopold, Stefanie Rinderle-Ma, and Timotheus Kampik



**Third Best Paper:** Bridging BPM and Sustainability Journeys in Navigating Sustainability Paradoxical Tensions by Ika Nurkasanah and Amy Van Looy

We extend our heartfelt congratulations to all speakers and participants whose contributions made this event a success.

With this, we proudly close the 1st Responsible BPM Forum, and look forward to the next edition, as we continue to build a community committed to responsible, just, and sustainable process management.

Mahendrawathi ER, Avigdor Gal, Thomas Grisold, Flavia Santoro

(PC Co-Chairs, Responsible BPM)



# BPM 2025 Process Technology Forum

The Process Technology Forum at BPM 2025 provided a dedicated venue for research on the technical and engineering aspects of process systems. Forum participants discussed software systems that support business process modeling, simulation, enactment, and monitoring. It was a successor to previous co-located events, particularly the RPA and the Blockchain Forum. It included the topics originally covered by these forums and broadened the scope to include other technical and engineering topics.

The forum opened with a keynote by Stefanie Rinderle-Ma (Technical University of Munich) on "Process Systems in the Era of Artificial Intelligence." The presentation examined how AI technologies can be embedded within process systems to enhance decision-making, enable predictive analytics, and support adaptive process execution. The keynote also highlighted the importance of contextual information in process-aware AI applications and discussed the implications for system design and monitoring.

In addition to the keynote, the Process Technology Forum featured two technical sessions. During these sessions, various topics were discussed that reflect current research directions in process systems engineering. Presentations addressed frameworks for resource allocation using knowledge graphs, robotic process automation (RPA) integration into business process management systems, and exception handling in smart contracts. Other contributions focused on efficient process execution on IoT and edge devices, privacy-aware process data engineering, and using AI embeddings as alternative forms of process evidence.

The sessions also explored prescriptive analytics using counterfactual reasoning, multimodal activity recognition for robotic systems, and segmentation techniques for noisy user interaction logs. This list shows the impressive range of topics discussed at the forum.

The Process Technology Forum marked a significant step toward consolidating research in process systems engineering. By attracting 20 submissions, the first edition of the forum demonstrated a strong and continued interest of the community in the engineering aspects of process systems. In that way, the first edition created a reasonable basis for further research in the area and future events. Stay tuned for the 2026 edition of the Process Technology Forum!

Remco Dijkman, Mathias Weske, and Dimka Karastoyanova

(PC Co-Chairs, Process Technology)



Keynote Speaker Stefanie Rinderle-Ma

# Demos+Resources

At the Demos & Resources Forum at BPM 2025, we received 33 submissions, of which 21 excellent contributions were accepted and presented during the main conference. The contributions represent the forefront of innovative tools, services, datasets, and resources that connect research and practice in business process management. Organized into five thematic clusters, the program featured:

- AI and conversational interfaces for modeling and simulation,
- Advanced process mining and event data tools,
- Visualization and analytics for decision support,
- Declarative and compliance-focused approaches, and
- Environment, IoT, and context-aware solutions.

After thorough consideration by the reviewers and chairs, the **Best Demo/Resource Paper Award** was presented to:

Aaron Küsters and Wil van der Aalst

Easy and Efficient Object-Centric Process Querying with the OCPQ Tool



In addition, this year the community celebrated the large diversity and various strengths of contributions, by having the audience vote for their favorites in five

unique categories. As a result, we present the following honorable mentions:

## Wow Factor

Flavio Corradini, Luca Mozzoni, Jessica Piccioni, Barbara Re, Lorenzo Rossi, Francesco Tiezzi

BEAR 2.0: Enhancing the Environment Model for Animating Environment-Aware BPMN Collaborations

## Practicality Powerhouse

Ana Costa, Selin Y. Eroglu, Kerstin Andree, Luise Pufahl

A Collection of Publicly Available Event Logs

## Future Forward

Finn Klessascheck, Yannic Seibert, Luise Pufahl

Capturing Environmental Impacts of Business Processes with Camunda and the SOPA Framework

## Explain-it-like-I'm-five

Jack Edh, Tuva Falk, Filip Kanon, Erik Simonsson, Hugo Sjödin, Jonatan Wincent, Elisabeth Barar, Robert Blümel, Lukas Kirchdorfer

A Business Process Simulation Tool Bridging Control-Flow and Resource-Centric Paradigms

## Tech Wizardry

Nataliia Klievtsova, Matthias Ehrendorfer, Juergen Mangler, Stefanie Rinderle-Ma

AutoBPMN.AI: Conversational Process Modeling and Automation

The full proceedings of the Demonstration & Resources Forum at BPM 2025 are available at [CEUR-WS.org](https://ceur-ws.org). A collection of teaser videos can be found on the LinkedIn page of the conference.

Iris Beerepoot, Alfonso E. Márquez-Chamorro and Francesca Zerbato

BPM 2025 Demos & Resources Forum Chairs

### **Best paper award**

Orlenys López-Pintado, Jannis Rosenbaum, Marlon Dumas: Optimization of Activity Batching Policies in Business Processes

### **Best student paper award**

Maïke Basmer, Hannes Ueck, Dirk Fahland, Matthias Weidlich: MANTA - Materializing Views on Event Data for Context Exploration in Process Analysis

### **Runners-Up**

Marie-Christin Häge, Jana-Rebecca Rehse: Mental Maps in Process Mining: Does Stabilizing DFGs Improve Process Analysis Performance?

Simon Rauch, Christian Frey, Andrea Maldonado, Thomas Seidl: BEST - Bilaterally Expanding Subtrace Tree for Event Sequence Prediction

### **Best reviewer award**

Orlenys López-Pintado

### **Honorable Mentions**

Lars Ackermann, Iris Beerepoot, Edyta Brzychczy, Rik Eshuis, Renata Gabryelczyk, Natalia Sidorova, Roy Yang

### **Best dissertation award**

Antonio Martínez-Rojas: Automate It All! Revamping the Outsourcing Industry

### **Runners-Up**

Gyunam Park: Action-Oriented Process Mining: From Insights to Actions

Alessandro Padella: Process and Resource-Aware Responsible Recommender Systems

### **Best demo and resources award**

Aaron Küsters, Wil van der Aalst: Easy and Efficient Object-Centric Process Querying with the OCPQ Tool

### **Process Technology Forum best paper award**

Leon Bein, Niels Martin, Luise Pufahl: KRAFT – A Knowledge-Graph-Based Resource Allocation Framework

**Runner-Up: Dominik** Voigt, Lisa Podszun, Juergen Mangler, Stefanie Rinderle-Ma — HiProX: Highly Efficient Process Execution on IoT and Edge Devices

### **Education Forum best paper award**

Krzysztof Kluza, Marzena Grzesiak, Piotr Sliż, Leszek Szala, Anna Suchenia, Karol Suchenia, Marek Moszynski: Revisiting BPMN Assignments with AI in Mind: Insights from Experiments with Large Language Models in Process Modeling Education

### **Responsible BPM Forum best paper award**

Jungeun Lim, Stephan Fahrenkrog-Petersen, Xixi Lu, Jan Mendling, Minseok Song: The Impact of Event Data Partitioning on Privacy-aware Process Discovery

2nd Place: Hoang Vu, Nataliia Klievtsova, Henrik Leopold, Stefanie Rinderle-Ma, Timotheus Kampik: Agentic Business Process Management: Practitioner's Perspectives on Agent Governance in Business Processes

3rd Place: Ika Nurkasanah, Amy Van Looy: Bridging BPM and Sustainability Journeys in Navigating Sustainability Paradoxical Tensions

### **Industry Forum best paper award**

Indri Sudanawati Rozas, Sugianto Halim, Mahendrawathi Er, Arif Wibisono: Impact of Process Redesign: A Case Study from Indonesian Higher Education Data Reporting

### **BPM Test-of-Time Awards**

Ingo Weber, Xiwei Xu, Régis Riveret, Guido Governatori, Alexander Ponomarev, Jan Mendling: Untrusted Business Process Monitoring and Execution Using Blockchain (BPM 2016, Rio de Janeiro)

### **Runner-Up:**

Anna Leontjeva, Raffaele Conforti, Chiara Di Francescomarino, Marlon Dumas, Fabrizio Maggi: Complex Symbolic Sequence Encodings for Predictive Monitoring of Business Processes (BPM 2015, Innsbruck)

# Test of Time Award of BPM 2025

The biennial BPM Test of Time Award honours the paper with the highest impact, which was presented at the BPM conference nine or ten years ago. This impact is measured in terms of the number and quality of citations in later works. This year's award considered the papers of the BPM 2015 and BPM 2016 conferences, together with related journal versions if available.



The winner of the BPM 2025 Test of Time Award is the paper entitled *Untrusted Business Process Monitoring and Execution Using Blockchain* by Ingo Weber, Xiwei Xu, Régis Riveret, Guido Governatori, Alexander Ponomarev, Jan Mendling. This outstanding work was presented at the BPM 2016 conference in Rio de Janeiro, Brazil. It has made a remarkable contribution to the longstanding challenge of establishing trust in cross-organizational business processes. Recognizing that collaboration frequently falters due to the absence of a reliable authority, the authors harness the transformative potential of blockchain technology to enable secure, decentralized process execution. Their innovative technique seamlessly embeds blockchain into process choreographies, eliminating the need for central control while ensuring transparent monitoring and coordination among all parties. The paper stands out not only for its clarity but also for its technical rigor as well as an impressive proof-of-concept prototype. With their work, the authors sparked substantial follow-up

research at the intersection of blockchain technology and business process support. Their contribution also inspired the establishment of the Blockchain Forum within the BPM conference series. According to Google Scholar, the paper has been cited more than 850 times, an exceptional achievement for a conference publication. Altogether, the winner paper stands as a hallmark of scientific excellence and practical relevance.



The runner-up, presented at the BPM 2015 conference in Innsbruck, Austria, is the paper *Complex Symbolic Sequence Encodings for Predictive Monitoring of Business Processes* by Anna Leontjeva, Raffaele Conforti, Chiara Di Francescomarino, Marlon Dumas, and Fabrizio Maria Maggi. This work marks a significant step forward in predictive business process monitoring. While most prior approaches treated event traces simply as sequences of labels, ignoring the data carried by each event, the authors adopted a more expressive perspective by modelling traces as complex symbolic sequences that integrate both control-flow information and event-level data. Building on this insight, the paper introduces several innovative feature encodings capable of capturing this enriched information. Compact, rigorous, and influential, this work advances the state of the art in outcome prediction and stands as an important contribution to the field. According to Scholar, the paper was cited 280 times.

Manfred Reichert, on behalf of the BPM Steering Committee

Moe from QUT, Mahendra from Indonesia, Minseok and Marco from Korea are organising an event in Bali in August 2026 related with the establishment of the **Asia-Pacific Alliance on Process and Artificial Intelligence**. The idea is to create a forum for BPM and process mining researchers in the Asia-Pacific region to share research results, establish student and researcher exchanges, and foster collaborations with industry in the Asia-Pacific region.

The event will be co-located with the ISICO Conference: <https://isico.info/>

More info about the event here:  
<https://sites.google.com/view/aspai2025/home>.

Recently, the Process Science collection **Caring for Health Processes** has opened for submissions. The collection welcomes

high-quality submissions that advance our understanding of health processes as well as the methods available to design, analyze and improve them. The call for papers can be found on the Process Science website: <https://link.springer.com/collections/fdhehccega>.

The collection is open for submission until November 30th, 2026, but submissions will be handled on a rolling basis. The editorial team - consisting of Daniel Fürstenau (Freie Universität Berlin, Germany), Niels Martin (Hasselt University, Belgium), Melanie Reuter-Oppermann (Technical University of Applied Sciences Würzburg-Schweinfurt, Germany) and Paulus Torkki (University of Helsinki, Finland) - is looking forward to your submissions.