Fundamentals Of Business Process Management Springer

This book constitutes the contributions presented at the Blockchain Forum and the Central and Eastern Europe Forum (CEE Forum) held at the 17th International Conference on Business Process Management, BPM 2019, which took place in Vienna, Austria, in September 2019. The Blockchain Forum deals with the use of blockchain for collaborative information systems. Conceptual, technical and application-oriented contributions are pursued within the scope of this theme. The Blockchain Forum received a total of 31 submissions; 10 full and 1 short paper were accepted for publication in this book. The objective of the CEE Forum is to foster discussion for BPM academics from Central and Eastern Europe to disseminate their research, compare results and share experiences. For the CEE Forum 16 submissions were received and 6 full and 2 short papers were accepted for publication. The book also contains one invited talk in full-paper length and 6 poster papers from the CEE Forum.

OCEB Certification Guide delivers expert insight into BPM from one of the developers of the OCEB Fundamental exam, offering full coverage of the exam material for both the business and technical tracks. The first study guide to prepare candidates to take and pass the OCEB Fundamental exam, it explains and builds on basic concepts, focusing on key areas and testing knowledge of all critical topics with sample questions and detailed answers. Suitable for practitioners and those newer to the field, this book provides a solid grounding in business process management based on the authors' own extensive BPM consulting experience. Covers all of the topics on the Fundamentals exam, eliminating hours otherwise spent in research and prep time Includes sample test questions in each chapter with all answers in the appendix Expert authors provide a solid overview of business process management (BPM)

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His book constitutes the proceedings of the Blockchain and RPA Forum, held as part of the 19th International Conference on Business Process Management, BPM 2021, which took place during September 6-10, 2021, in Rome, Italy. The Blockchain Forum and the RPA Forum have in common that they are centered around an emerging and exciting technology. The blockchain is a sophisticated distributed ledger technology, while RPA software allows for mimicking human, repetitive actions. Each of these have the potential to fundamentally change how business processes are being orchestrated and executed in practice. The 8 papers presented in this volume were carefully reviewed and selected from a total of 14 submissions.

This book constitutes the proceedings of the 14th International Conference on Business Process Management, BPM 2016, held in Rio de Janeiro, Brazil, in September 2016. The focus of the conference covers a range of papers focusing on automated discovery, conformance checking, modeling foundations, understandability of process representations, runtime management and predictive monitoring. The topics selected by the authors demonstrate an increasing interest of the research community in the area of process mining, resonated by an equally fast-growing uptake by different industry sectors.

Seminar paper from the year 2013 in the subject Computer Science - Commercial Information Technology, grade: 1,7, University of Göttingen (Chair of Information Management), course: Crucial Topics in Information Management, language: English, abstract: Die Diskrepanzen zwischen Forschung und Praxis sind oft groß. Das Thema Geschäftsprozessmanagement (GPM) wird in der akademischen Forschung viel diskutiert. Doch wie sieht die Umsetzung in der Praxis aus? Welche Ziele verfolgen die Unternehmen mit dem Einsatz von GPM? Welche

Software wird zur Unterstützung eingesetzt? Können spezielle Anwendergruppen identifiziert werden? Um diese Fragen zu beantworten wurde im Rahmen dieser Studie eine Befragung bei über 1100 Unternehmen durchgeführt. Der Aufbau und die Ergebnisse werden auf 40 Seiten detailliert vorgestellt.

Business Process Management (BPM) has become one of the most widely used approaches for the design of modern organizational and information systems. The conscious treatment of business processes as significant corporate assets has facilitated substantial improvements in organizational performance but is also used to ensure the conformance of corporate activities. This Handbook presents in two volumes the contemporary body of knowledge as articulated by the world' s leading BPM thought leaders. This first volume focuses on arriving at a sound definition of BPM approaches and examines BPM methods and process-aware information systems. As such, it provides guidance for the integration of BPM into corporate methodologies and information systems. Each chapter has been contributed by leading international experts. Selected case studies complement their views and lead to a summary of BPM expertise that is unique in its coverage of the most critical success factors of BPM. The second edition of this handbook has been significantly revised and extended. Each chapter has been updated to reflect the most current developments. This includes in particular new technologies such as in-memory data and process management, social media and networks. A further focus of this revised and extended edition is on the actual deployment of the proposed theoretical concepts. This volume includes a number of entire new chapters from some of the world's leading experts in the domain of BPM. ???PMBOK??(?5?)?????,???PMBOK??(?5?)????,???47???????????????????????,?????.????????????,??????,??????,??????.

Business processes management is known as a necessity in companies and organizations. In this section, we will review the trend business processes management. We need to know why businesses seek to establish business process management and what they expect from it. So we can understand where the business processes management leads an organization.

Fundamentals of Business Process ManagementSpringer

This book constitutes the proceedings of the BPM Forum from the International Conference on Business Process Management, BPM 2017, held in Barcelona, Spain, September 2017. The BPM Forum hosts innovative research which has a high potential of stimulating discussions. The papers selected for the forum are expected to showcase fresh ideas from exciting and emerging topics in BPM, even if they are not yet as mature as the regular papers at the conference. The volume contains 11 full papers carefully reviewed and selected from 97 submissions. Each paper was reviewed by a team comprising of a senior PC and four regular PC members who engage in a discussion phase after the initial reviews were prepared. The authors eventually receive four review reports, and a meta-review that summarizes the reviews and the discussion. The selected papers cover topics related to process models and metrics, mining and compliance, and to other innovative ideas such as gamification, smart devices and digital innovation as far as they pertain to BPM.

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

International Workshop on Runtime Analysis of Process-Aware Information Systems; SABPM 2016 – 1st International Workshop on Sustainability-Aware Business Process Management; TAProViz 2016 – 5th International Workshop on Theory and Application of Visualizations and Human-centric Aspects in Processes.

This volume constitutes the proceedings of the 19th International Conference on Business Process Management, BPM 2021, held in Rome, Italy, in September 2021. The 23 full papers, one keynote paper, and 4 tutorial papers presented in this volume were carefully reviewed and selected from 92 submissions. The papers are organized in topical sections named: foundations, engineering, and management.

This book constitutes the proceedings of the BPM Forum held during the 16th International Conference on Business Process Management, BPM 2018, which took place in Sydney, Australia, in September 2018. The BPM Forum hosts innovative research which has a high potential of stimulating discussions. The papers selected for the forum are expected to showcase fresh ideas from exciting and emerging topics in BPM, even if they are not yet as mature as the regular papers at the conference. The 14 papers presented in this volume were carefully reviewed and selected from a total of 113 submissions. They were organized in topical sections named: foundations; engineering; management.

Companies--especially more complex organizations--require standard, documented processes and procedures to achieve high levels of quality and productivity. Too few, and inefficiency ensues; too many, and creativity is stifled. Yet it can be difficult to find training on process improvement--and the range of complicated tools available could make even the most experienced professional's head spin. Successful Business Process Management fills the gap, providing a succinct, accessible overview of the field. Step-by-step instructions explain how to: Overcome resistance and apathy to standard procedures Take a systematic rather than ad hoc approach to process management Design key processes and capture them in documented procedures Revise existing processes when feasible Roll out the changes so people know what to do Embed them in the organization for reliable outcomes Process management serves as a structural framework for streamlining activities and creating smooth workflows. Get it right--neither overly rigid nor under developed--and an outflow of continuous improvements will drive long-term success.

This book constitutes the proceedings of the BPM Forum held during the 16th International Conference on Business Process Management, BPM 2018, which took place in Sydney, Australia, in September 2018. The BPM Forum hosts innovative research which has a high potential of stimulating discussions. The papers selected for the forum are expected to showcase fresh ideas from exciting and emerging topics in BPM, even if they are not yet as mature as the regular papers at the conference. The 14 papers presented in this volume were carefully reviewed and selected from a total of 113 submissions. They were organized according to the tracks of the conference: foundations; engineering; management.

This book constitutes the refereed proceedings of 12 international workshops held in Tallinn, Estonia, in conjunction with the 10th International Conference on Business Process Management, BPM 2012, in September 2012. The 12 workshops comprised Adaptive Case Management and Other Non-Workflow Approaches to BPM (ACM 2012), Business Process Design (BPD 2012), Business Process Intelligence (BPI 2012), Business Process Management and Social Software (BPMS2 2012), Data- and Artifact-Centric BPM (DAB 2012), Event-Driven Business Process Management (edBPM 2012), Empirical Research in Business Process Management (ER-BPM 2012), Process Model Collections (PMC 2012), Process-Aware Logistics Systems (PALS 2012), Reuse in

Business Process Management (rBPM 2012), Security in Business Processes (SBP 2012), and Theory and Applications of Process Visualization (TAProViz 2012). The 56 revised full papers presented were carefully reviewed and selected from 141 submissions.

This book will provide the fundamentals of business processoutsourcing for the busy executive who needs to get up to speed. Itwill have such features as checklists, tips and techniques, andcase studies. * Written in a user friendly style that allows senior levelfinancial executives to get a solid foundation of what businessprocess outsourcing is and how it can benefit theircompanies. * Provides managers with the tools to analyse the BPO opportunitiesfor their own firms, as well as techniques and strategies formanaging a BPO initiative. * Shows managers how a BPO strategy can save the company money andcreate jobs domestically. * Both authors are consultants and advisers to industry-leadingcompanies and frequent speakers at business forums and conferences.

Business process management is usually treated from two different perspectives: business administration and computer science. While business administration professionals tend to consider information technology as a subordinate aspect in business process management for experts to handle, by contrast computer science professionals often consider business goals and organizational regulations as terms that do not deserve much thought but require the appropriate level of abstraction. Matthias Weske argues that all communities involved need to have a common understanding of the different aspects of business process management. To this end, he details the complete business process lifecycle from the modeling phase to process enactment and improvement, taking into account all different stakeholders involved. After starting with a presentation of general foundations and abstraction models, he explains concepts like process orchestrations and choreographies, as well as process properties and data dependencies. Finally, he presents both traditional and advanced business process management architectures, covering, for example, workflow management systems, service-oriented architectures, and data-driven approaches. In addition, he shows how standards like WfMC, SOAP, WSDL, and BPEL fit into the picture. This textbook is ideally suited for classes on business process management, information systems architecture, and workflow management. This 3rd edition contains a new chapter on business decision modelling, covering the Decision Model and Notation (DMN) standard; the chapter on process choreographies has been streamlined, and numerous clarifications have been fetched throughout the book. The accompanying website www.bpm-book.com contains further information and additional teaching material.

This book constitutes revised papers from the International Workshops held at the 18th International Conference on Business Process Management, BPM 2020, during September 13-18, 2020. The conference was planned to take place in Seville, Spain, but changed to an online format due to the COVID-19 pandemic. Papers from the following workshops are included: Workshop on Security and Privacy-Enhanced Business Process Management (SPBP 2020) Workshop on Social and Human Aspects of Business Process Management (BPMS2 2020) Workshop on Business Processes Meet the Internet-of Things (BP-Meet-IoT 2020) Workshop on Artificial Intelligence for Business Process Management (AI4BPM 2020) Workshop BPM in the Era of Digital

Innovation and Transformation (BPMinDIT 2020) Workshop on Business Process Intelligence (BPI 2020) Workshop on Declarative, Decision and Hybrid Approaches to Processes (DEC2H 2020) Each of the seven workshops focused on particular aspects of business process management, either from a technical or from a domain perspective. Overall, after a thorough review process there were 28 full and 1 short paper selected from 53 submissions.

This book constitutes the proceedings of the BPM Forum of the 19th International Conference on Business Process Management, BPM 2021, which will take place in Rome, Italy, in September 2021. The BPM Forum offers innovative research papers characterized by their high potential of stimulating interesting discussion and scientific debate, although without yet reaching the same rigor as the papers accepted for the main conference. In this sense, the BPM Forum papers are characterized by novel ideas about emergent BPM topics. The 16 papers presented in this volume were carefully reviewed and selected from a total of 123 submissions to the main conference. They cover all areas of business process management, from process definition to variability, execution, visualization, monitoring, mining, and optimization.

This book constitutes the proceedings of the 17th International Conference on Business Process Management, BPM 2019, held in Vienna, Austria, in September 2019. The 23 full and 4 tutorial short papers included in this volume were carefully reviewed and selected from 115 submissions. The papers were organized in topical sections named: foundations; engineering; and management.

This book constitutes the proceedings of the 12th International Conference on Business Process Management, BPM 2014, held in Haifa, Israel, in September 2014. The 21 regular papers and 10 short papers included in this volume were carefully reviewed and selected from 123 submissions. The papers are organized in 9 topical sections on declarative processes, user-centered process approaches, process discovery, integrative BPM, resource and time management in BPM, process analytics, process enabled environments, discovery and monitoring, and industry papers.

This book constitutes the proceedings of the Third Asia Pacific Conference on Business Process Management held in Busan, South Korea, in June 2015. Overall, 37 contributions from ten countries were submitted. After each submission was reviewed by at least three Program Committee members, 12 full and two short papers were accepted for publication in this volume. These papers cover various topics and are categorized under four main research focuses in BPM: advancement in workflow technologies, resources allocation strategies, process mining, and emerging topics in BPM.

This book constitutes the proceedings of the 15th International Conference on Business Process Management, BPM 2017, held in Barcelona, Spain, in September 2017.The 19 revised full papers papers presented were carefully reviewed and selected from 116 initial submissions. The topics selected by the authors demonstrate an increasing interest of the research community in the area of process mining, resonated by an equally fast-growing uptake by different industry sectors. The papers are organized in topical sections on process modeling; process mining; assorted BPM topics; decisions and understanding; and process knowledge.

This book constitutes the refereed proceedings of nine international workshops held in Beijing, China, in conjunction with the 11th

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

This textbook covers the entire Business Process Management (BPM) lifecycle, from process identification to process monitoring, covering along the way process modelling, analysis, redesign and automation. Concepts, methods and tools from business management, computer science and industrial engineering are blended into one comprehensive and inter-disciplinary approach. The presentation is illustrated using the BPMN industry standard defined by the Object Management Group and widely endorsed by practitioners and vendors worldwide. In addition to explaining the relevant conceptual background, the book provides dozens of examples, more than 230 exercises – many with solutions – and numerous suggestions for further reading. This second edition includes extended and completely revised chapters on process identification, process discovery, qualitative process analysis, process redesign, process automation and process monitoring. A new chapter on BPM as an enterprise capability has been added, which expands the scope of the book to encompass topics such as the strategic alignment and governance of BPM initiatives. The textbook is the result of many years of combined teaching experience of the authors, both at the undergraduate and graduate levels as well as in the context of professional training. Students and professionals from both business management and computer science will benefit from the step-by-step style of the textbook and its focus on fundamental concepts and proven methods. Lecturers will appreciate the class-tested format and the additional teaching material available on the accompanying website.

This book constitutes the refereed proceedings of ten international workshops held in Eindhoven, The Netherlands, in conjunction with the 12th International Conference on Business Process Management, BPM 2014, in September 2014. The ten workshops comprised Process-oriented Information Systems in Healthcare (ProHealth 2014), Security in Business Processes (SBP 2014), Process Model Collections: Management and Reuse (PMC-MR 2014), Business Processes in Collective Adaptive Systems (BPCAS 2014), Data- and Artifact-centric BPM (DAB 2014), Business Process Intelligence (BPI 2014), Business Process Management in the Cloud (BPMC 2014), Theory and Applications of Process Visualization (TaProViz 2014), Business Process Management and Social Software (BPMS2 2014) and Decision Mining and Modeling for Business Processes (DeMiMoP 2014). The 38 revised full and eight short papers presented were carefully reviewed and selected from 84 submissions. In addition, six short papers resulting from the Doctoral Consortium at BPM 2014 are included in this book.

Business Process Management (BPM) is about managing all the work that is necessary for delivering an end product or service. This book is well-suited for teaching an academic course as a part of a final year Bachelor and Master Degree programs in ITC, Management, and also, other related disciplines. It can also be used for conducting an equivalent training programme for in-house professionals. Although no book can be a substitute for the wide and varied experience of an instructor, this book will help the instructor to concentrate on teaching rather than worrying about creating the teaching material and assembling the student material. In view of the likely differences in background of the readers, some material has been placed into appendices to enable them to read on a need to know basis. Besides, this book, in its present form, is equally useful for the professionals, who wish to grasp the essentials of BPM without attending a formal instructional course. KEY

FEATURES ? Chapters are appropriately organized as per the process life cycle ? Written in bullet format for easy grasping ? Comprises theory and its applications systematically ? Emphasizes relevant deployment issues ? Separate chapter on Performance Monitoring ? Highly illustrative with diagrams and sketches ? Separate appendix on BPMS TARGET AUDIENCE ? ME (Computer Science/ Engineering/Technology) ? MBA (Information Systems) ? MCA students
Business Process Management (BPM) has become one of the most widely used approaches for the design of modern organizational and information systems. The conscious treatment of business processes as significant corporate assets has facilitated substantial improvements in organizational performance but is also used to ensure the conformance of corporate activities. This Handbook presents in two volumes the contemporary body of knowledge as articulated by the world's leading BPM thought leaders. This second volume focuses on the managerial and organizational challenges of BPM such as strategic and cultural alignment, governance and the education of BPM stakeholders. As such, this book provides concepts and methodologies for the integration of BPM. Each chapter has been contributed by leading international experts. Selected case studies complement their views and lead to a summary of BPM expertise that is unique in its coverage of the most critical success factors of BPM. The second edition of this handbook has been significantly revised and extended. Each chapter has been updated to reflect the most current developments. This includes in particular new technologies such as in-memory data and process management, social media and networks. A further focus of this revised and extended edition is on the actual deployment of the proposed theoretical concepts. This volume includes a number of entire new chapters from some of the world's leading experts in the domain of BPM.
THE EXECUTIVE GUIDE TO BUSINESS PROCESS MANAGEMENT has been written primarily for business executives, decision makers, informal leaders, and managers to provide a highlevel comprehensive overview of the powerful family of Business Process Management (BPM) methodologies. It is also for people who want to build the wealth of their organizations by applying sound, effective, and sustainable improvement strategies. The book provides a comprehensive, high-level overview of specific strategies to achieve continuous improvement objectives by applying Business Process Management methodologies. The author strongly believes that implementation of Lean, Six Sigma, or similar methodologies based on BPM paradigms significantly transform organizations, and dramatically increase their efficiency, effectiveness, and ability to achieve faster business goals and meet customer expectations. The hope is that this book will not only change the way you think about your organization, how it functions, and how it can excel, but that it will also have a profound impact on your life by making it equally successful. Many of the techniques and tools described here can dramatically improve your professional or even private life. This book constitutes the proceedings of the 13th International Conference on Business Process Management, BPM 2015, held in Innsbruck, Austria, in August/September 2015. The 21 regular papers, 7 short papers and 2 inductrial papers included in this volume were carefully reviewed and selected from 125 submissions. The papers are organized in topical sections on runtime process management, process modeling, process modeling discovery, business process models and analytics, BPM in industry, process compliance and deviations, energing and practical areas of BPM, and process monitoring.
This book constitutes revised papers from the eight International Workshops held at the 16th International Conference on Business Process Management, BPM 2018, in Sydney, Australia, in September 2018: BPI 2018: 14th International Workshop on Business Process Intelligence; BPMS2 2018: 11th Workshop on Social and Human Aspects of Business Process Management;? PODS4H 2018: 1st International Workshop on Process-Oriented Data Science for Healthcare; AI4BPM 2018: 1st International

Workshop on Artificial Intelligence for Business Process Management; CCBPM 2018: 1st International Workshop on Emerging Computing Paradigms and Context in Business Process Management; BP-Meet-IoT / PQ 2018: Joint Business Processes Meet the Internet-of-Things and Process Querying Workshop; DeHMiMoP 2018: 1st Declarative/Decision/Hybrid Mining and Modelling for Business Processes Workshop; REBM /EdForum 2018: Joint Requirements Engineering and Business Process Management Workshop and Education Forum The 45 full papers presented in this volume were carefully reviewed and selected from 90 submissions.

Business Process Management (BPM) has been evolving for over 25 years in information systems research, management science, and organizational practice (Vom Brocke & Mendling, 2018). The earliest characteristics of BPM concentrated around process analysis, improvement and control, in a less strict manner that required reengineering (Elzinga, Horak, Lee, & Bruner, 1995). More mature approaches, observed since the year 2000, have been promoting the so-called process thinking, i.e. managing an organization from a process-based point of view. These approaches emphasize that process and team work oriented organizational structures should be aligned with other management systems. Process management should be holistic by its nature so as to cover an entire organization. Although BPM researchers stressed the need for system thinking at that time, published literature distinguished two perspectives of looking at BPM: the organizational perspective and the technological perspective of BPM. From the organizational perspective, authors focused on a number of key factors, i.e., process governance, a process-based organizational structure concept, customer orientation of internal and external processes, managing an organization based on process outputs, building process relations, and improving process maturity throughout the customer value chain, as well as through strategically aligning process initiatives to organizational objectives. From the technological perspective, the key factors of interest to authors, referred to as BPMS (Business Process Management System), include IT methods, techniques and tools that support the designing, implementation, modeling and simulation of business processes and are considered to be an extension of classical workflow systems or an environment for designing management support IT systems, e.g. ERP class systems. An integrated and interdisciplinary approach was proposed in the framework of six core BPM elements required for the holistic and sustainable use of process management (Rosemann & Vom Brocke, 2010). These include strategic alignment, governance, methods, information technology, people and culture. In this sense, technology is only one of six closely interrelated elements. Currently, there are two distinct directions in the evolution of BPM: traditional BPM and digital BPM. The former encompasses methods, techniques and systems that traditionally lead to increased organizational efficiency and to improved process effectiveness and flexibility. Although studies on BPM have been continuously evolving, some research gaps still remain open. The traditional understanding of process management seems particularly vital to organizations in developing economies, which sometimes follow practices and models that were designed and tested in highly developed countries, but should also be committed to drawing on their own experience and understanding of their local business environment (Gabryelczyk & Roztocki, 2018). Research on BPM in this traditional focus is still needed to better document, implement and improve idiosyncratic business

processes in the context of an organization, environment, culture, and country. This is also confirmed by research conducted under the JEMI Special Issue on Business Process Management. Besides the traditionally shaped approach to BPM, organizations increasingly treat BPM as a driver of organizational innovation and as an essential part of the digital transformation (Vom Brocke & Schmiedel, 2015). New digital technologies such as social media, digital platforms, big data and advanced data analytics, blockchains, robotics, etc., enable development and growth in a constantly changing environment. To take advantage of these opportunities in the digital world, organizations require new BPM competences and capabilities. However, digital disruption creates quite a challenge for the BPM research community. How can BPM capabilities be developed in order to achieve adaptability, growth, flexibility, and agility? How can BPM foster innovations within and throughout organizations? These are just some of the issues for future BPM-related research. Threads associated with employing BPM for digital transformation have been included in a proposed Special Issue on BPM. This Special Issue on BPM consists of six articles including contributions from invited authors from three transition economies: Croatia, Slovakia, and Poland. All of the papers focus on applications of the process approach to management or directly to the adoption of Business Process Management. The majority of articles relate to the traditional BPM thread, although the indicated BPM alliances with other concepts such as Knowledge Management, Change Management, and Project Management are worthy of note. Only one article addresses the topic of BPM in the context of digital transformation. The nature and structure of these articles may be indicative of the current motivational factors and process maturity levels of organizations adopting ordinary and/or advanced BPM practices. When analyzing the content of individual articles, we pay attention to the factors underlying BPM adoption. We understand the primary motivation to be the expected benefits from BPM. Therefore, we can assume this Special Issue to be a contribution to BPM development in the form of the indicating motivation and triggers for BPM adoption. The first paper, by Jerzy Auksztol and Magdalena Chomuszko, proposes a process-based approach to construct a Data Control Framework for Standard Audit File for Tax (SAF-T). The process approach is used to redesign the internal financial control processes and procedures of an organization to meet the new requirements of a fiscal audit. The process approach, combined with risk management and quality management, is, therefore, a tool supporting entrepreneurs adapting to new regulations imposed on them by their external environment, particularly those of tax authorities. Therefore, in this case, the main motivation for adopting elements of BPM was the impact of external environment factors. The paper by Ana-Marija Stjepi?, Lucija Ivan?i?, and Dalia Suša Vugec focuses on the link between Business Process Management and digital transformation. The authors have developed a theoretical framework for the emerging role of BPM in digitalization and as a guide for researchers and practitioners conducting digital transformation initiatives in organizations. The results obtained in the article prove that the set goals and expected benefits of digital transformation can be achieved by a rethink and improvement of the processes, with a particular focus on end-to-end customer processes through supply chain management. Based on this article, we can conclude that one of the main motivational factors for BPM adoption is a desire to obtain the benefits of digital transformation. The article written by Miroslava Nyulásziová and Dana Pa?ová takes up the issues of using and linking the process

approach and BPM lifecycle with the designing of decision support systems. The authors of this paper have developed an innovative system for decision support by implementing modeling, analysis, and improvement methods to the transportation process in the studied organization. The forwarding company's case study presented in the paper also shows how BPM adoption began with a single main process that has been streamlined and automated. Therefore, the motivations for BPM adoption were not only operational, relating to the optimization of the cost of the process, but also managerial, oriented on improving the decision-making process. The use of information technology allowed the full exploitation of the potential for process improvements. The next paper by Olga Sobolewska is about incorporating the issues of BPM into the contemporary challenges of network organizations. The author claims that the organization's orientation towards both business processes and knowledge management is a strong success factor for network cooperation. The author argues that modern organizations should focus on managing knowledge-oriented processes to become attractive to cooperation partners for network organizations. In this article, BPM adoption is of a strategic nature for the purposes of undertaking new forms of cooperation. The paper by Hubert Bogumi? has an interdisciplinary character and, in a unique way, shows the connections between the concepts of process management, organizational change management, and IT project management. The author undertook the challenge of examining how problems for organizations managing IT projects facilitate in different ways the use of distinctive approaches to improve business processes. The author emphasizes that the main difficulty is the fact that modern organizations most often use a hybrid approach, with elements of both traditional project management and agile. The need to create a work environment that takes into account the risk of unexpected system and business regression, as well as a diagnosis of the causes and methods of its mitigation, is the initial research result in this paper. This article contributes to the development of BPM governance and integration of IT governance. The motivational factors for BPM are multi-faceted, as is the scope of the article. However, their managerial and cultural character (related to methods of communication and rules of cooperation in teams) should be emphasized. The article by Agnieszka Bitkowska concerns the integration of the concept of Knowledge Management and BPM. The author restates in her article that the identification, acquisition, presentation and documentation of knowledge are not independent tasks, but are implemented within business processes. In this paper, the correlations between BPM and Knowledge Management have been examined and the benefits and practical implications resulting from the integrated implementation of both concepts are emphasized. In the case of this article, BPM adoption can be a success factor for the implementation of Knowledge Management and the achievement of associated benefits. Studying Business Process Management from the different angles presented in this Special Issue should enrich our understanding of current BPM practices and better realize future challenges, especially those related to BPM development in the context of digital transformation and the integration of BPM with other management-related concepts. In addition, the contribution made by the authors of this Special Issue allowed us to see various motivations and triggers for BPM adoption, from operational, to managerial, strategic, cultural and technological ones, and those driven by the external environment. We would like to thank the authors for their contribution to this Special Issue. We would also like to thank all the reviewers for their

valuable comments, which helped the authors improve their articles significantly. We are firmly convinced that the BPM research results presented in this Special Issue will help strengthen the existing body of BPM knowledge. We recommend reading the related issue of the JEMI journal to the wider community of BPM researchers, practitioners, and enthusiasts. Guest Editors Renata Gabryelczyk , Tomislav Hernaus Acknowledgments The editorial work on this Special Issue was supported by the Polish National Science Centre, Poland, Grant No. 2017/27/B/HS4/01734. References Elzinga, D. J., Horak, T., Lee, C.-Y., & Bruner, C. (1995). Business process management: Survey and methodology. IEEE Transactions on Engineering Management, 42(2), 119-128. http://dx.doi.org/10.1109/17.387274 Gabryelczyk, R., & Roztocki, N. (2018). Business process management success framework for transition economies. Information Systems Management, 35(3), 234-253. http://dx.doi.org/10.1080/10580530.2018.1477299http://dx.doi.org/10.1080/10580530.2018.1477299 Rosemann, M., & Vom Brocke, J. (2010). The six core elements of business process management. In Handbook on Business Process Management 1. Cham: Springer. Vom Brocke, J., & Mendling, J. (Eds.). (2018). Business Process Management Cases. Digital Innovation and Business Transformation in Practice. Berlin: Springer. Vom Brocke, J., & Schmiedel, T. (Eds.). (2015). BPM-Driving Innovation in a Digital World. Cham: Springer.

This book addresses business process prioritisation – a problem in Business Process Management research that is often ill-structured and complex. The book introduces and describes the Prioritisation and Categorisation Method (PCM), a novel approach well aligned with today's business needs and climate. It embraces an explorative approach to facilitating process innovation and designing new processes in dynamic environments. Three classic theories are employed as the basis for PCM and summarised here – Ackhoff's interactive planning, Winograd and Flores' network of commitments, and Simon's bounded rationality. In addition, the book features a tutorial on a web-based tool that facilitates the application of PCM, together with two industry case studies that illustrate the method in practice and demonstrate its value.

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

Querying (PQ'17) and Process Engineering (IWPE17). The 44 full and 11 short papers presented in this volume were carefully reviewed and selected from 99 submissions.

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In this step by step guide, former Management Consultant and change management expert Theodore Panagacos walks you through the entire discipline of Business Process Management. Learn how to fast track your orgnaization's strategy to govern processes, create a process culture, and measure business performance. Best of all, this crystal-clear, convenient sized book can be put to work in your organization immediately!

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

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