



Queensland University of Technology

Faculty of Information Technology

Business Process Management Group

Annual Report 2007

Table of Contents

Preface.....	3
Overview of the BPM Group.....	4
Members of the BPM Group.....	5
Visitors to the BPM Group	8
Post-Graduate Students in the BPM Group	11
Student Completions in 2007.....	18
Post-Doctorates in the BPM Group	21
Senior Research Associates & Senior Research Assistants in the BPM Group	23
BPM Group Meeting Activities for 2007	24
Awards and Recognitions in 2007	27
Consulting and Professional Education Services.....	28
Australian BPM Community of Practice	30
Research Grants	32
Publications.....	44
Membership of Editorial Boards.....	52
BPM 2007 Conference.....	53
Conference Chairs & Members in Committees	54
External Services	58
Presentations	59

Impressum

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Preface

2007 has been another eventful year. Business Process Management remained at the forefront of the attention of organisations and their management. This strong industry interest combined with a matured research portfolio, promising new recruitments and advanced projects contributed to an exciting mix of activities and outcomes.

First and most of all, we were the proud host of the 5th International Conference on Business Process Management. This conference is the premier academic event in our area and it has been a “once in a lifetime” opportunity to organise this conference. Organised for the first time outside Europe, we were able to double the number of participants, to increase the number of submissions, to keep the established academic rigor and especially to contribute to closer interactions between BPM academics and practitioners. The outstanding success of this event is a result of a tremendous team effort and we are very appreciative of all the extra commitments that were required to achieve such a success.

Second, we have grown our research portfolio with a number of projects including our involvement in the new CRC Smart Services. Various high profile publications have been produced from our set of research projects including publications in journals such as Information Systems and Decision Support Systems.

Third, we were able to substantially increase our executive training delivered as part of QUT’s Continuous Professional Education program. QUT is now nationally recognised as one of the main providers of BPM training. Initiatives are already on the way to increase our training product catalogue and we are confident to double the number of available instructors in the upcoming months.

Fourth, we increased the Business Process Management footprint in our curriculum. The new Masters in Business Process Management has been approved and will start in the first semester 2008. This Masters will be one of the first BPM Masters globally.

2007, however, was also a year of substantial organisational and personnel changes. Marlon Dumas took up a Professorship in Estonia and his expertise in the areas of BPM and SOA will be deeply missed. We also lost David Edmond and his comprehensive modelling and general supervisory capacity due to his Voluntary Retirement. On the positive side, we were able to attract rising stars such as Jan Mendling from the Vienna University of Economics and Business Administration. With Michael Adams, Wasana Bandara and Jan Recker we have furthermore three home-grown talents that will together with Ross Brown, Chun Ouyang and Moe Wynn lead to a very promising generation of emerging BPM researchers.

We like to thank all members of the BPM Group and the global network of our academic and industry partners for all the contributions that have been made. We are grateful to be part of an energetic group and a stimulating network.

*Michael Rosemann & Arthur ter Hofstede
Brisbane, January 2008*

Overview of the BPM Group

Business Process Management (BPM) continues to be the number one business priority for CIOs internationally as stated for the fourth year in a row by a Gartner Group report in January 2008. BPM has reached maturity as a discipline in its own right and attracts substantial interest from a fast growing community. It receives the attention of senior management, who increasingly view BPM activities as an important enterprise-wide aspect of their organisations. The set of related methods and tools has significantly advanced and is now consolidated under the umbrella term 'Process-aware Information Systems'. As a research topic, BPM combines a variety of disciplines and research streams including business, management science, requirements engineering, conceptual modelling, service-oriented architectures and software engineering - to name just a few.

QUT is one of the few universities in the world with a research group dedicated to Business Process Management. It is part of the Enterprise Systems Cluster with impressive academic achievements, significant third-party funded research projects and major industry linkages. As a vibrant research team it consists of more than 40 members with a variety of expertise appropriately reflecting the different facets of BPM. The team comprises of Professors, Associate Professors, Research Fellows, further academic staff, a number of international Postdoctoral researchers, research assistants, international visitors and research students (PhD, Masters, Honours).

One of the core strengths of QUT's BPM group is its close links with national and international thought leaders in this domain. We are delighted with the commitments made to our research group by our Adjunct Professors Prof. Iris Vessey, University of Queensland, Australia Prof. Wil van der Aalst, TU Eindhoven, The Netherlands, and Prof. Lutz Heuser, Vice President SAP Research, Karlsruhe, Germany. Together with Eindhoven University of Technology, we form the BPMCenter.org, the largest worldwide virtual community of BPM researchers. Further close collaborations exist with the Stevens Institute of Technology (USA), the European Center for Information Systems Research (ERCIS), Monash University and the University of New South Wales.

Our BPM research group is involved in a number of large third-party funded research projects. Among others, we are a core component within the first ARC Centre of Excellence at QUT. As part of the ARC Research Network Enterprise Information Infrastructure, a team of QUT researchers has been involved in a global study on the major issues of Business Process Management. Two large ARC Discovery projects are being conducted within the BPM Group. Furthermore, the group is engaged in six ARC Linkage projects with industry. It also takes a leading role in the new CRC Smart Services.



In alignment with QUT's branding as a university for the real world, the research of the BPM Group is very much grounded in practical problems and requirements. Through the quarterly BPM Round Table, we stay in touch with some of the largest Australian organisations across a number of industries.

Members of the BPM Group



The BPM Group at QUT is a vibrant research team consisting of more than 40 members who have a broad spectrum of expertise in business, information systems and computer science. Below is an overview of the BPM group team members, which consists of two program leaders, academic staff, adjunct professors, research students, research assistants, post doctorates, and associated members.




The **Leaders of the BPM Group** bring complementary expertise in the two main facets of Business Process Management. While Professor Michael Rosemann's interest is focused on issues related to process management and business process modelling, Assoc. Prof. Arthur ter Hofstede's interests lie in the area of process automation and workflow.

Name	Research areas
 <p data-bbox="411 1384 890 1570">Professor Michael Rosemann Phone: +61 (0)7 3138 9473 Email: m.rosemann@qut.edu.au</p>	<p data-bbox="890 1384 1359 1570">BPM Maturity BPM Governance Business Process Modelling BPM and Enterprise Systems</p>
 <p data-bbox="411 1570 890 1762">Assoc. Prof. Arthur ter Hofstede Phone: +61 (0)7 3138 9474 Email: a.terhofstede@qut.edu.au</p>	<p data-bbox="890 1570 1359 1762">Workflow E-Services</p>

A number of **academic staff members** were involved in the BPM Group in 2007. Assoc. Prof. Marlon Dumas will take up a new role as a Full Professor at the University of Tartu, Estonia, on 1 January 2008. Dr David Edmond retired from QUT at the end of 2007.

Name		Research areas
	<p>Assoc. Prof. Marlon Dumas</p> <p>Phone: +61 (0)7 3138 9483 Email: m.dumas@qut.edu.au</p>	<p>Business Process Management Enterprise Application Integration Service-Oriented Architecture Model-Driven Architecture</p>
	<p>Assoc. Professor Glenn Stewart</p> <p>Phone: +61 (0)7 3138 9480 Email: g.stewart@qut.edu.au</p>	<p>Enterprise Systems Success Technology Innovation Business Process Modelling Enterprise Architectures BPM Maturity Business-IT Alignment</p>
	<p>Assoc. Prof. Karen Nelson</p> <p>Phone: +61 (0)7 3138 1950 Email: kj.nelson@qut.edu.au</p>	<p>BPM Education Knowledge-intensive Processes</p>
	<p>Dr David Edmond Senior Lecturer</p> <p>Phone: +61 (0)7 5478 6932 Email: d.edmond@qut.edu.au</p>	<p>Service Description Workflow Modelling</p>
	<p>Dr Wasana Bandara Senior Lecturer</p> <p>Phone: +61 (0)7 3138 9484 Email: w.bandara@qut.edu.au</p>	<p>Business Process Modelling BPM Success BPM Education</p>
	<p>Dr Ross Brown Senior Lecturer</p> <p>Phone: +61 (0)7 3138 9481 Email: r.brown@qut.edu.au</p>	<p>Process visualisation</p>
	<p>Dr Michael Adams Lecturer</p> <p>Phone: +61 (0)7 3138 1978 Email: m.adams@qut.edu.au</p>	<p>Workflow flexibility</p>
	<p>Dr Moe Wynn Lecturer</p> <p>Phone: +61 (0)7 3138 9385 Email : m.wynn@qut.edu.au</p>	<p>Simulation Workflow specification</p>

In addition to our internal staff members, we significantly benefit from the contributions of three **Adjunct Professors**.

	<p>Prof. Iris Vessey QUT & University of Queensland, Australia</p>	<p>Cognitive fit in the design and development of information systems The role of the application domain in systems development Management and organisation of Enterprise Systems</p>
	<p>Prof. Wil van der Aalst TU Eindhoven, The Netherlands</p>	<p>YAWL Workflow Patterns Next-Generation Reference Models</p>
	<p>Prof. Lutz Heuser Vice President SAP Research and Chief Development Architect, SAP Germany</p>	<p>Modelling in the Large Configurable Reference Modelling Service Ecosystems</p>

Visitors to the BPM Group



Prof Wil van der Aalst from Eindhoven University of Technology, The Netherlands, and Adjunct Professor at QUT visited our research group in January and in September. Prof van der Aalst is a regular visitor to QUT and is involved in a substantial number of collaborative research projects (including two ARC Discovery projects). During his visits, he worked with members of the BPM group in areas such as configurable reference process models, workflow exception handling, workflow patterns, YAWL, and modelling support for process interaction. As the Chair of the Steering Committee of the BPM Conference, he made substantial contributions to our successful event in September.



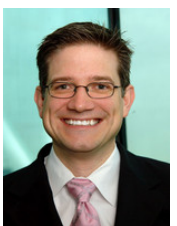
Prof Jan vom Brocke, University of Liechtenstein, visited our BPM Group in September/October as part of his attendance at the BPM conference. Prof. vom Brocke is closely involved in our work on collaborative reference modelling. We also jointly edit an International Handbook on Business Process Management.



Prof Jürgen Moormann, Frankfurt School of Finance & Management, spent five weeks in September/October with us. His areas of interest are Six Sigma and BPM in the finance industry. Prof. Moormann gave a seminar and also a presentation at the BPM conference. We identified a number of pathways for fruitful collaborations. We already look forward to welcoming his PhD student Diana Heckl in March.



Prof Lutz Heuser, Head of SAP Research and Adjunct Professor at QUT, visited QUT for one week in October. During his visit, he gave a seminar on the Internet of Services. We also provided Prof Heuser with an updated on the status of our SAP-funded projects. Like every year, all project members benefited from the valuable interactions and the input he provided to the further direction of these projects.



Dr Michael zur Muehlen from the Stevens Institute of Technology, Hoboken, NJ, USA, visited our group in September. Michael gave a presentation and tutorial at the 5th International Conference on Business Process Management and contributed as a Partner Investigator to the ARC Linkage Modelling in the Large. Michael met a number of our research students and we made substantial progress in our joint research on risk-aware process modelling. Our BPM Group has a long-

standing relationship with the Stevens' Center of Business Process Innovation. In return, our PhD student Jan Recker visited Stevens between May and September 2007 as part of his studies.



Dr Sandy Chong from Curtin University, Perth, visited our BPM Group in September/October 2007. Dr. Chong is part of the ARC Research Network and we co-published papers on the major issues of Business Process Management. She gave a seminar on BPM Communication Strategies and visited partners from our industry network. We are hopeful to increase our joint research in the area of BPM communication strategies in 2008.



Daniela Mihailescu, Ph. D. Candidate at the Department of Informatics, Jönköping International Business School, Sweden, visited our Group between February and July 2007. Her research is focused on the Enterprise Systems implementation process.



Stefan Seidel, Ph. D. Candidate at the University Muenster, Germany, is an Associate Member of our BPM Group and conducts research with us in the area of managing creative business processes. During 2007 he was a full-time Research Assistant in our Group and visited us at the end of November. During this time we further progressed a number of joint publications.



“Brisbane shows one of the highest concentration in business process expertise worldwide and attracts the global BPM research community. For SAP Research working with QUT’s BPM group means collaborating with researchers who are driven by high professionalism and research excellence. Academics and students at QUT’s BPM group are pro-active and innovative. Joint patent applications, papers, and ARC Linkage projects are some of the instruments of our collaboration.”

*A/Professor Karsten Schulz
Vice President Research, Brisbane*



The QUT internal members of the BPM Group in 2007 are listed below.

Name	Position
Dr. Michael Rosemann	Group Co-Leader, Professor
Dr. Arthur ter Hofstede	Group Co-Leader, Assoc. Professor
Dr. Marlon Dumas	Associate Professor
Dr. Karen Nelson	Associate Professor
Dr. Glenn Stewart	Associate Professor
Dr. Wasana Bandara	Senior Lecturer
Dr. Ross Brown	Senior Lecturer
Dr Stephen Milliner	Lecturer
Dr. Michael Adams	Lecturer
Dr. Jan Mendling	Post-Doctorate
Dr. Chun Ouyang	Post-Doctorate
Dr. Moe Wynn	Post-Doctorate/Lecturer
Dr. Lindsay Bradford	Senior Research Associate
Dr. Stephan Breutel	Senior Research Assistant
Dr. Tore Fjellheim	Senior Research Assistant
Lachlan Aldred	PhD Student/Research Assistant
Guy Redding	PhD Student/Research Assistant
Tonia de Bruin	PhD Student
Stephan Clemens	PhD Student
Islay Davies	PhD Student
Christian Flender	PhD Student
Mitra Heravizadeh	PhD Student
Marcello La Rosa	PhD Student/Research Assistant
Lawrence Lim	PhD Student
Justin O'Sullivan	PhD Student
Jan Recker	PhD Student
Nick Russell	PhD Student
Hui Min (Cherri) Tan	PhD Student
Kenneth Wang	PhD Student
Martin Graham	Masters Student
Stephen McIlvenna	Masters Student
Yuan Ren	Masters Student
John Zimmerman	Masters Student
Peter Ansell	Honours Student
Adam Hearne	Honours Student
Ignatius Ong	Honours Student
Jessica Prestedge	Research Assistant
Stefan Seidel	Research Assistant
Jan Heck	Occupational Trainee
Thomas Kohlburn	Occupational Trainee
Christoph Riedl	Occupational Trainee
Joern Franke	Occupational Trainee
Stefan Winkens	Occupational Trainee



Post-Graduate Students in the BPM Group

Globally QUT's BPM Group has one of the largest pools of post-graduate students exploring BPM-related research questions. Many of the PhD students are working on third party funded research projects and are part of larger research initiatives. Most of the full-time PhD students are located at 126 Margaret Street, Brisbane (pictured on the right) in an environment that facilitates concentrated research work as much as open and effective communication. Our post-graduate students' work covers all facets of the business process lifecycle. Below you will find all of the post-graduate students who were active members of the BPM Group in 2007, the title of their research, their supervisory team, their expected completion date, and an abstract of their research.



PhD Students



Name: Lachlan Aldred

Email: l.aldred@qut.edu.au

Title: *Fundamentals of Business Process Integration*

Principal Supervisor: Assoc. Prof. Arthur ter Hofstede

Associate Supervisor: Assoc. Prof. Marlon Dumas

Graduation: September 2008

Abstract: Through extensive modelling, development, and surveys, we have discovered a set of coupling integration patterns. These build on an award winning paper from 2005, and are documented in an article we submitted to a journal (currently under review). We have also built a prototype that hopes to address the myopic approaches to defining and deploying distributed business processes. Our surveys of state of the art BPM solutions and studies of patterns have revealed a new set of concerns that are (a) not adequately addressed by existing middleware solutions, (b) not yet able to be captured at the BPM layer by a suitable set of communication abstractions. Our proposal currently targets the "glue" that would be needed to join these two layers together to improve and extend communication between distributed business processes.



Name: Tonia de Bruin

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Title: *Business Process Management Maturity*

Principal Supervisor: Prof. Michael Rosemann

Associate Supervisor: Assoc. Prof. Glenn Stewart

Expected Completion: September 2008

Abstract: Organisations recognize the need for an increased process orientation and require appropriate frameworks, which help to scope, evaluate and progress their business process management (BPM) initiatives. This is evidenced by the plethora of emerging models that attempt to measure BPM maturity and/or capability. Despite their increasing number there are many issues with existing models including: a lack of a strong theoretical foundation; limited empirical testing; narrow scope; and a lack of support from a rigorously developed assessment instruments. This research uses a multi-method approach to address these issues. Initial efforts are focused on the development of a holistic, theoretically sound, rigorously developed and tested BPM maturity model. The proposed model leverages existing BPM knowledge and incorporates contemporary BPM thinking using a combination of research methods including literature review, the Delphi technique, case studies and embedded surveys. Furthermore, whilst there has been significant research in the BPM domain, little has occurred with respect to developing BPM theory. As the BPM maturity model is designed to assess the progression of BPM practices it provides a solid platform from which to further explore how BPM evolves within organisations. As such, this research will aim towards a theory on the evolutionary path/s of BPM within organisations.



Name: Stephan Clemens
Email: stephan.clemens@qut.edu.au
Title: *A Reference Process Model for Traumatology*
Principal Supervisor: Prof. Michael Rosemann
Associate Supervisor: Prof. Michael Schuetz
Associate Supervisor: Assoc. Prof. Arthur ter Hofstede
Associate Supervisor: Dr. Jan Mendling
Expected Completion: February 2010

Abstract: Traumatology is increasingly facing significant medical, economical and political demands. Modern health care systems have to fulfil quality management criteria set by governmental health plans to provide high standard and improvement of health care delivery. Hospital outcomes are evaluated and classified leading to competition, health insurances examine and compare the different services and patients dispose of different printed or virtual information means to get more self-confident on health care issues. If significant rectifications should be achieved, it is necessary to get an overview of all processes, of their allocated resources, participating organisations and final outcomes. Such an overall review would help to understand existing approaches, to interrogate established concepts, to re-arrange current practises and to improve processes by studying new ideas and innovations. This approach can be realised with support of Business Process Management which leads to a consistent and comprehensive identification and improvement of current processes. The aim of this project is to contribute to an improvement of the business processes that constitute traumatology. It is proposed to use established process modelling techniques and tools in order to design an intuitive end-to-end reference model that facilitates the development of advanced practises.



Name: Islay Davies
Email: ig.davies@qut.edu.au
Title: *An Ontological Evaluation of ARIS Using a Meta Model Mapping Approach*
Principal Supervisor: Prof. Michael Rosemann
Associate Supervisors: Assoc. Prof. Marlon Dumas and Prof. Peter Green (UQ)
Expected Completion: December 2008

Abstract: Integrated process modelling techniques, such as those defined within ARIS and UML, are used in many management and IT projects to conceptually define the business processes of an organisation. Several development tools contain these techniques, however, anecdotal evidence indicates many shortcomings – for example, the inability to model business rules and the ambiguity in the meaning of some symbols provided within the grammars. The range of modelling and frameworks that attempt to provide a platform for their comparison, indicate the lack of a theoretical foundation from which these modelling techniques are developed. The objective of this research is, therefore, to facilitate the improvement of process modelling grammars by performing an ontologically-based evaluation and comparison of ARIS and UML, using a meta-model approach. The study involves developing a meta-model mapping methodology to facilitate the comparison of modelling technique constructs to ontological constructs; and empirically testing the findings of the ontological evaluations. To date, the ontological analysis of ARIS has been conducted. This has been followed by semi-structured exploratory interviews with users of ARIS to gain some insights about the actual ‘experiences’ of modellers using the tool.



Name: Christian Flender

Email: c.flender@qut.edu.au

Title: *Enactive Foundations of Conceptual Modelling*

Principal Supervisor: Prof. Michael Rosemann

Expected Completion: December 2009

Abstract: Conceptual modelling is central to Information Systems (IS) development, in particular to the design of information-intensive artefacts. At its core, conceptual modelling is a cognitive skill and ought to account for recent developments in the cognitive sciences. Enactivism is an embodied and dynamic approach to cognition being at the forefront among recent attempts to understand the mind. However, despite of convincing arguments supplied by enactivism, there is no enactive foundation yet underlying contemporary IS development approaches. Cognitive foundations are essential when it comes to developing information systems as “information” is mostly understood as symbolic representation, i.e. a physical shape or form that stands for something. However, according to enactivism meaning is grounded in sensorimotor knowledge, i.e., the ways or possibilities of how sensory stimulation changes in movement. In this study, we develop the cognitive foundations of a generic architectural framework. Architectures are meant to represent information systems as multi-dimensional artefacts. We investigate the multi-dimensionality or possibilities of architectural descriptions in line with enactive cognition and phenomenology. Furthermore, we aim at implementing a tool for model-driven engineering conceptually based on the generic architectural framework and epistemologically founded in enactivism.



Name: Mitra Heravizadeh

Email: mheravizadeh@abnamromorgans.com.au

Title: Making Business Processes Context-aware:

A Way to Support Knowledge-intensive Tasks

Principal Supervisor: Prof. Michael Rosemann

Associate Supervisor: Dr Jan Mendling

Expected Completion: December 2008

In this research project, we explore innovative ways of providing users involved in the process execution with relevant knowledge previously gained along the business process. The aim is to provide the user with richer information about the context in which the next task has to be executed. In business processes, knowledge-intensive tasks are ones in which the people performing such tasks are involved in a fair degree of uncertainty. In most knowledge-intensive tasks, the user is required to make judgments or decisions. These people are required to apply and bring together their experience, training, expertise and judgement. In particular, they are concerned about issues or problems that might arise and how these are best dealt with or avoided. Current workflow technology fails to deliver the right information to the user at the right time based on the context of the process instance, thus not taking the opportunity to forewarn users of potential problems. Context-aware business processes are a way to overcome shortcomings of workflow management systems (WfMS). We would like to use contextual information to bring to bear, to each stage of the execution of a given process, the knowledge that is most appropriate to that stage. We believe that, for a system to be context-aware, there must be a model that provides the means for categorising, naming, storing, retrieving, reasoning with, and the binding of contextual information to tasks.



Name: Marcello La Rosa

Email: m.larosa@qut.edu.au

Title: *Configurable and Executable Reference Process Models*

Principal Supervisor: Assoc. Prof. Marlon Dumas

Associate Supervisors: Assoc. Prof. Arthur ter Hofstede and Dr. Jan Mendling

Expected Completion: November 2008

Abstract: A reference process model is a model of day-to-day operations in a given domain. Reference process models are intended to be configured in a specific context, leading to individualized process models. The benefits of configuring reference process models include reduced modeling effort and increased reuse of proven practices. Reference process models currently lack a representation of configuration alternatives, configuration decisions, and relationships between these decisions and alternatives. Previous proposals suffer from various limitations. Firstly, the configuration of a process model in these approaches requires that the involved stakeholders have to have a thorough understanding of both the application domain and the process modeling notation. Secondly, these approaches focus on control-flow aspects of process models, oversimplifying other aspects such as the data and resources upon which the processes rely. The proposed research aims at addressing these shortcomings by designing, formalizing and validating a configuration framework that will incorporate a questionnaire-based approach to facilitate the configuration of reference processes by domain experts. The information gathered from these questionnaires will then be mapped to variants of the reference process model. The result will be a process model that can be executed using a workflow management system such as YAWL.



Name: Jan Recker

Email: j.recker@qut.edu.au

Title: *Understanding Process Modelling Grammar Continuance*

Principal Supervisor: Prof. Michael Rosemann

Associate Supervisors: Assoc. Prof. Marlon Dumas and Prof. Peter Green (UQ)

Expected Graduation: April 2008 (Final Seminar: Nov 07)

Abstract: The graphical modelling of business processes is of growing popularity and high relevance to organizations that seek to document, analyse and improve their business processes. This PhD study investigates the phenomenon of continued user acceptance of the grammars that are employed to build process models. In particular, it is studied whether the capabilities of a process modelling grammar have an impact on the intention of a modeller to continue working with a grammar. This study results in a theory that can be used to explain and predict why users would opt to continue working with certain grammars. This study employs a mixed method design. The research model has been designed by combining conceptual studies of acceptance and continuance theories with a representational analysis of the BPMN grammar, which is a recently ratified industry standard for process modelling and thereby of high practical relevance to process modelling practice. It further incorporates findings from an explorative multiple case study in Australia comprising two series of nineteen semi-structured interviews with process modellers. The research model has been tested and validated by means of a web-based survey with 590 process modellers world-wide. The thesis was defended on 28 November 2007 and is currently under examination.



Name: Guy Redding

Email: g.redding@qut.edu.au

Completing: PhD

Title: *Reconciliation of Activity-centric and Business Object-centric Approaches to Business Process Modelling*

Principal Supervisor: Assoc. Prof. Marlon Dumas

Associate Supervisor: Assoc. Prof. Arthur ter Hofstede

Expected Completion Date: December 2008

Abstract: Business process modelling is a crucial activity for organisations striving to leverage their IT infrastructure in order to gain a competitive advantage in today's environment. By explicitly modelling their business processes, organisations are able to analyse, streamline and ultimately automate their day-to-day operations using a variety of workflow management systems, enterprise integration suites, and process-aware middleware platforms. A business process model may involve activities (eg: purchase order approval, shipping, payment) and business objects (eg: purchase orders, products, invoices). Depending upon which of these two approaches receives the primary emphasis, two alternative approaches to business process modelling can be distinguished; activity-centric or business object-centric. The aim of this research proposal is to make contributions towards unification of these two approaches by exploring and defining methods of reconciling the activity-centric and business object-centric approaches to business process modelling.



Name: Hui Min (Cherri) Tan

Email: h.tan@qut.edu.au

Title: *Business Process Management Governance*

Principal Supervisor: Prof. Michael Rosemann

Associate Supervisor: Assoc. Prof. Glenn Stewart and Prof. Peter Green (UQ)

Expected Completion: August 2008

Abstract: Business Process Management has increasingly been adopted by organisations with the goal of achieving competitive advantage (performance) or compliance to regulatory environments (conformance). Traditional organisational governance has been observed to be insufficient for process-oriented management due to its classical focus on a functional hierarchy. There is a need for a better defined and coordinated approach towards BPM. The implication of this process perspective also means changes in the design and administration of individual roles and their responsibilities within the organisations in order to facilitate BPM.

At the same time, the concept of governance has increasingly been applied to BPM within organisations as a coordinated approach towards BPM. While the body of knowledge on well-established governance types such as corporate governance or IT governance is substantial, current literature has only modestly started to explore the specific issues of BPM governance. This research will undertake the first step in conceptualising BPM governance. In particular, this research will identify how organisations can define and apply roles and responsibilities and relate these to decision-making processes. The research will be informed by insights from three longitudinal case studies and a proposed survey.



Name: Kenneth Wang
Email: kw.wang@qut.edu.au
Title: *Interface Adaptation for Conversational Services*
Principal Supervisor: Assoc. Prof. Marlon Dumas
Associate Supervisor: Dr Chun Ouyang
Expected Completion: March 2008

Abstract: The proliferation of services on the web is leading to the formation of service ecosystems wherein services interact with one another in ways not necessarily foreseen during their development or deployment. A key challenge in this setting is service mediation: the act of retrofitting existing services by intercepting, storing, transforming, and (re-)routing messages going into and out of these services so they can interact in unforeseen manners. This research addresses a sub-problem of service mediation, namely service interface adaptation, that arises when the interface that a service provides does not match the interface that it is expected to provide in a given interaction. This research focuses on reconciling mismatches between behavioural interfaces, i.e. interfaces that capture ordering constraints between interactions. It presents a declarative approach to service interface adaptation based on: (i) an algebra over behavioural interfaces; and (ii) a visual language that allows pairs of provided-required interfaces to be linked through algebraic expressions. These expressions are fed into an execution engine that intercepts, buffers, transforms and forwards messages to enact the adaptation logic.

Masters Students



Name: Yuan Ren
Email: y2.ren@student.qut.edu.au
Title: *The Integration of Workflow Technology and XBRL*
Principal Supervisor: Dr. David Edmond
Expected Completion: January 2008

Abstract: Workflow technology is widely used for improving productivity of organisations. Workflow management systems containing organisational knowledge are designed to assist the people in carrying out work processes.

The eXtensible Business Reporting Language (XBRL) can increase the speed of handling financial data, reduce the chances of error and permit automatic checking of information, but current workflow systems do not yet support XBRL. This research is to make the data perspective of workflow system, such as the business documents, local variables of workflow system and other objects which flow between activities, support XBRL format data.



Student Completions in 2007

2007 was a very successful year for students in the BPM Group completing their studies. Below you will find the details of all students who conducted at least their final seminar, along with their research topic and their supervisory team.



Name: Michael Adams

Email: m3.adams@qut.edu.au

Title: *Facilitating Dynamic Flexibility and Exception Handling for Workflows*

Principal Supervisor: Assoc. Prof. Arthur ter Hofstede

Associate Supervisors: Dr. David Edmond and Prof. Wil van der Aalst

Final Seminar: May 2007

Doctorate Awarded: December 2007

Abstract: Workflow management systems (WfMS) are used to configure and control structured business processes from which well-defined workflow models and instances can be derived. However, the proprietary process definition frameworks imposed by WfMSs make it difficult to support (i) dynamic evolution (i.e. modifying process definitions during execution) following unexpected or developmental change in the business processes being modelled; and (ii) process exceptions or deviations from the prescribed process model at runtime.

This research re-examines the principles that underpin workflow technologies to derive a novel approach that moves beyond the traditional assembly-line metaphor. Using a set of principles derived from Activity Theory, a system has been implemented that provides support for dynamic and extensible flexibility, evolution and exception handling in workflows, based on accepted ideas of how people actually perform their work tasks. The resulting system, called the Worklet Service, uses a Service Oriented Architecture to provide an extensible repertoire of self-contained processes that are dynamically selected at runtime based on the context of the particular work instance. The service is extremely adaptable and multi-faceted, and allows a designer to provide tailor-made solutions to runtime process selections and exceptions, thereby making available all of the benefits offered by workflow management systems to a wider range of work environments.



Name: Wasana Bandara
Email: w.bandara@qut.edu.au
Completed: PhD
Title: *Business Process Modelling Success Factors and Measures*
Principal Supervisor: Prof. Michael Rosemann
Associate Supervisor: Prof. Guy Gable
Graduation: 15 September 2007

Business process modelling has gained widespread acceptance, and is increasingly employed to reshape organisations and industries. However, there has been little attention on 'how to' conduct process modelling effectively, or on the evaluation of process modelling initiatives and outcomes. This study, employing a combination of systematic qualitative case studies and an international survey of process modellers, has developed the first rigorously validated model for measuring process modelling success.



Name: Nick Russell
Email: n.c.russell@tue.nl
Title: *Foundation of Process-Aware Information Systems*
Principal Supervisor: Assoc. Prof. Arthur ter Hofstede
Associate Supervisors: Dr. David Edmond and Prof. Wil van der Aalst
Final Seminar: June 2007
Doctorate Awarded: December 2007

Over the past decade, the ubiquity of business processes and their need for ongoing management in the same manner as other corporate assets has been recognized through the establishment of a dedicated research area: *Business Process Management* (or BPM). There are a wide range of potential software technologies on which a BPM offering can be founded. Although there is significant variation between these alternatives, they all share one common factor - their execution occurs on the basis of a business process model - and consequently, this field of technologies can be termed *Process-Aware Information Systems* (or PAIS). This thesis develops a conceptual foundation for PAIS based on the results of a detailed examination of contemporary offerings including workflow and case handling systems, business process modelling languages and web service composition languages. This foundation is based on 126 *patterns* that identify recurrent core constructs in the control-flow, data and resource perspectives of PAIS. These patterns have been used to evaluate some of the leading systems and business process modelling languages. It also proposes a generic graphical language for defining exception handling strategies that span these perspectives. On the basis of these insights, a comprehensive reference language -- *newYAWL* -- is developed for business process modelling and enactment. This language is formally defined and an abstract syntax and operational semantics are provided for it. An assessment of its capabilities is provided through a comprehensive patterns-based analysis which allows direct comparison of its functionality with other PAIS. *newYAWL* serves as a reference language and many of the ideas embodied within it are also applicable to existing languages and systems. The ultimate goal of both the patterns and *newYAWL* is to improve the support and applicability of PAIS.



Name: Justin O'Sullivan

Email: Justin.O'SULLIVAN@suncorp.com.au

Completed: PhD

Title: *Towards a Precise Understanding of Service Properties*

Principle Supervisor: Dr. David Edmond

Associate Supervisor: Assoc. Prof. Arthur ter Hofstede

Graduation: 15 September 2007



Name: Moe Wynn

Email: m.wynn@qut.edu.au

Completed: PhD

Title: *Semantics, Verification, and Implementation of Workflows with Cancellation Regions and OR-joins*

Principal Supervisor: Dr. David Edmond

Associate Supervisors: Assoc. Prof. Arthur ter Hofstede and Prof. Wil van der Aalst

Graduation: February 2007

Existing workflow systems have difficulty providing predictable automated support for business processes with concurrent activities and cancellation requests. The research outcomes from this study contributed to a well-defined semantics for the OR-join, sophisticated verification techniques to determine the correctness, and reduction rules to speed up verification of such workflows. There are three elements to this research: a formal foundation based on reset nets, an implementation in a workflow tool, and an application using Australian immigration visa process.

Post-Doctorates in the BPM Group

There were three post-doctorate members in the BPM Group in 2007. In the following section, we provide a brief profile of each of these members, which details their PhD, their work within the BPM Group and what they like about working in the BPM Group.



Name: Dr Jan Mendling

Email: j.mendling@qut.edu.au

Year completed PhD: 2007

University where completed PhD: Vienna University of Economics and Business Administration, Vienna, Austria

PhD title: *Detection and Prediction of Errors in EPC Business Process Models*

Project with the BPM Group: Next-Generation Reference Models.

Length of time at QUT: since 1 July 2007

What you like about working in the BPM Group: It is invaluable to have world-class experts around in the group that understand social, organizational, and technological aspects of business processes. Beyond that, we know how to party.



Name: Dr Chun Ouyang

Email: c.ouyang@qut.edu.au

Year completed PhD: 2004

University where completed PhD: University of South Australia, Adelaide

PhD title: *Formal Specification and Verification of the Internet Open Trading Protocol using Coloured Petri Nets*

Project with the BPM Group: I am working on the project of “Applying BPM to the Creative Industries”, which is part of the Centre of Excellence for Creative Industries and Innovation. Before Jun 2007, I worked on the ARC Grant “Expressive Comparison and Interchange Facilitation between Business Process Execution Languages” (or BABEL for short).

Length of time at QUT: 3 years

What you like about working in BPM Group: I appreciate the opportunities to work with the world leading academia in the Group. I also enjoy the very open, active and cooperative working environment provided by the Group.



Name: Dr Moe Thandar Wynn

Email: m.wynn@qut.edu.au

Year completed PhD: 2007

University where completed PhD: Queensland University of Technology

PhD title: Semantics, Verification, and Implementation of Workflows with Cancellation Regions and OR-joins

Project with the BPM Group: I am carrying out research in the area of [BPM simulation](#) as part of an [ARC-Discovery project](#). We are interested in systematically identifying the control, the data, and the resource requirements for business process simulation. In addition, we are investigating how the current state data and historical data from workflow system logs could be used to enrich the input modelling aspect of a simulation study.

Length of time at QUT: 1 year (as a PostDoc) and 4 years as an academic staff

What you like about working in BPM Group: I value the opportunity to learn from well-known researchers and practitioners in the BPM field. I found the BPM group members to be friendly and supportive to one another and I like being a member of such a group. I am also excited to be able to contribute back to the BPM community by communicating my research findings and by conducting cooperative education trainings.

Senior Research Associates & Senior Research Assistants in the BPM Group



Name: Dr Lindsay Bradford

Title: Senior Research Associate

Email: l.bradford@qut.edu.au

Year completed PhD: 2006

University where completed PhD: Queensland University of Technology

PhD title: *Unanticipated Evolution of Web Service Provision Software Using Generative Object Communication*

Project with the BPM Group: Business Process Management for the Creative Industries.

Length of time at QUT: 4.5 years

What you like about working in the BPM Group: Working with intelligent people and interesting problems.



Name: Dr Tore Fjellheim

Title: Senior Research Assistant

Email: t.fjellheim@qut.edu.au

Year completed PhD: 2006

University where completed PhD: Queensland University of Technology

PhD title: *A Coordination Based Framework for Reconfigurable Mobile Applications*

Project with the BPM Group: Currently I am working on the YAWL initiative, but during my PhD I was working in collaboration with SAP.

Length of time at QUT: 3.5 years. However, I left the BPM Group in March 2007.

What you like about working in the BPM Group: The people are always friendly, cakes on birthdays ... oh and interesting research projects.

BPM Group Meeting Activities for 2007

www.bpm.fit.qut.edu.au/seminars

The BPM Group hosts a regular BPM Research Seminar series. Presentations as part of this seminar are given by visiting academics, industry partners and internal researchers. We invite our industry network to these events. The following table shows the details of the BPM meetings held in 2007. Please contact Dr Chun Ouyang (c.ouyang@qut.edu.au) for further information and subscription to the seminar list.

Date	Speaker	Topic
18 January	Florian Gottschalk, TU Eindhoven, NL	<i>Configurable Workflow Models</i>
8 February	Christoph Riedl	<i>Quality Management in Service Ecosystems</i>
13 February	Guy Redding	<i>Reconciling Process-centric and Object-centric Approaches to Information Systems Modelling (PhD Final Seminar)</i>
22 February	Michael Parent, University of British Columbia, Canada	<i>Building Better Boards: The IT Governance Risk Prevention Chain</i>
8 March	Stefan Seidel	<i>BPM for the Creative Industries</i>
15 March	Marcello La Rosa	<i>Configurable and Executable Reference Process Models (PhD Confirmation Seminar)</i>
22 March	Yuan Ren	<i>The Integration of Workflow Technology and XBRL (Masters Confirmation Seminar)</i>
5 April	Matthias Lange	<i>Business Process Portfolio Management</i>
19 April	Jan Recker	<i>Understanding Process Modelling Technique Continuance</i>
26 April	Roel Peters, TU Eindhoven, NL	<i>Evolutionary Paths to the Holistic Management Practice of BPM - The Development of a Survey</i>

Date	Speaker	Topic
10 May	Erwin Fiel	<i>Towards a Design Theory for Electronic Intermediaries</i>
17 May	Nick Russell	<i>Foundations of Process-Aware Information Systems (PhD final seminar)</i>
21 May	Michael Adams	<i>Facilitating Dynamic Adaptation of Workflows Through Flexible Exception Handling (PhD final seminar)</i>
24 May	Adam Hearne	<i>Context Awareness in Process Modelling: A Case Study</i>
7 June	Marcello La Rosa	<i>Questionnaire-driven Configuration of Reference Process Models</i>
28 June	Daniela Mihailescu, Lund University, Sweden	<i>Exploring Emergent Structures in IS Research: A Critical Realist approach</i>
5 July	Zoren Milosevic	<i>Interoperability Challenges in e-Health and an Australian Solution Approach</i>
19 July	Remco Dijkman	<i>Mismatches in Similar Business Processes</i>
26 July	Karen Nelson	<i>The Master of Business Process Management</i>
9 August	Jan Mendling	<i>Detection and Prediction of Errors in EPC Business Process Models</i>
23 August	Christian Flender	<i>Service-oriented Design of Enterprise Architecture</i>
6 September	Juergen Moormann, Frankfurt School of Finance & Management, Germany	<i>Research Topics of Business Process Improvement in the Financial Industry</i>
13 September	Dr Barbara Weber, University of Innsbruck, Austria	<i>Change Patterns and Change Support Features in Process-Aware Information Systems</i>
20 September	Ksenia Ryndina, IBM Zurich Lab, Switzerland	<i>Integrating Process and Object Life Cycle Modeling in Business Process Management</i>
11 October	Sandy Chong, Curtin University, Perth	<i>BPM Communication Strategies</i>

Date	Speaker	Topic
22 November	George Varvaressos & Jerome Pearce	<i>From Strategic Process Analysis to an Executable Environment</i>
28 November	Jan Recker	<i>Understanding Process Modelling Grammar Continuance (PhD final seminar)</i>
29 November	Stephan Clemens	<i>Introduction to the BPM Wiki</i>
6 December	Jan Heck & Thomas Kohlborn	<i>Service Analysis and Design</i>
13 December	Ross Brown	<i>Business Process Virtual Environments</i>



Awards and Recognitions in 2007



Dr Wasana Bandara won the annual award for the best Australian Information Systems thesis. The title of her thesis has been “*Process Modelling Success Factors and Measures*”. The medal and the \$ 2,000 award is sponsored by the Australian Council of Professors and Heads of Schools of Information Systems (ACPHIS). The picture shows Wasana with Prof. Graham Pervan during the award ceremony at the Australian

Conference of Information Systems in Toowoomba early December.

In 2007 Dr Karen Nelson was promoted to Associated Professor and Dr Ross Brown was promoted to the level of Senior Lecturer.

In May 2007, Arthur ter Hofstede was labelled a Rising Star in Computer Science by in-cites.com. This means that among the top 1% of computer scientists (in terms of number of citations) he had the highest percentage increase in citations during a certain bimonthly period.

Prof. Michael Rosemann received the Emerald Literati Network Award as the Best Reviewer of the Business Process Management Journal. The BPM Journal is published by Emerald and reached volume 13 in 2007.



Dr Ross Brown’s PhD Student, Alfredo Nantes, came second in the QUT Bluebox Discovery Competition in 2007. The title of his work was “Game Inspection Agent” and the award was \$ 2,500.

Consulting and Professional Education Services

www.bpm-training.com/

The increased popularity and maturity of Business Process Management is also reflected in the significant interest in our consulting and executive training services. These seminars are typically packaged as 2 to 6 day courses and delivered as in-house seminars to 6-16 participants from one organisation. The following table provides an overview about the seminars we conducted in 2007 as part of QUT's Continuous Professional Education (CPE).

Organisation	Days	When	Participants	Instructor(s)
Australian Film, Television and Radio School, Sydney	2	April	10	Jan Recker
Infosys, Mysore, India	6	June	14	Marlon Dumas Michael Rosemann Glenn Stewart
Department of Education, Brisbane	6	May-June	12	Tonia de Bruin Marlon Dumas Michael Rosemann Moe Wynn
Queensland Health	2	August	6	Marlon Dumas Moe Wynn
Department of Justice	2	September	8	Jan Recker Moe Wynn
Queensland Treasury	6	September-October	6	Tonia de Bruin Jan Mendling Jan Recker Michael Rosemann
Queensland Motorways	2	October	6	Tonia de Bruin Michael Rosemann
Queensland Transport	1	October	2	Tonia de Bruin
Infosys, Dallas, USA	6	October-November	10	Marlon Dumas Michael Rosemann Glenn Stewart
Landgate, Perth	2	December	15	Jan Recker

The interest in our education services remains high and in 2008 we will conduct, amongst others, 10 x 2 days of training on Business Process Management and Six Sigma for CPA Australia in all major Australian capitals.

2008 will also seen a significant extension of available courses and an increase in the pool of available and thoroughly educated instructors.



“We at SETLabs found a good synergy with QUT’s BPM Group because of our similar research focus in the BPM space. In the short time that we have worked together, they have brought to the discussions many valuable insights based on extensive research on this subject. We also found their openness in exchanging ideas very helpful.”

*Subrahmanyam Goparaju
Infosys Technologies Limited
Vice President & Head
Software Engineering and Technology Labs (SETLabs)*

Australian BPM Community of Practice

www.bpm-roundtable.com



“Queensland Rail (QR) will create value through delivering responsive, innovative, rail-based solutions for its customers and stakeholders. One of the key elements to achieve this mission is to have a strategic direction in place that focuses on providing a service of excellence hence the management of our business processes is of great importance to the organisation. QUT's BPM Group has a relationship with the BPM Community of QR where BPM concepts are discussed and tested in a ‘real’ business environment.”

Gaby Doebeli, Process Design Adviser

The Australian Community of Practice (also known as the BPM Round Table), was established in August 2004 and is a forum of experienced BPM practitioners. It provides an open and honest platform for the exchange of experiences and knowledge in the field of BPM. It is aimed towards consolidating and enhancing the local body of BPM knowledge.

The list of participating organisations in the BPM Round Table discussions in 2007 included representatives from AMP, Australian Bureau of Statistics, Australian Federal Police, BPMG.org, Centrelink, Coles Myer, Commonwealth Bank of Australia, Connell Wagner, Corporate Link, CSC, DEST, Department of Defence, Energy Australia, Ergon Energy, Goldman Sachs, GWF, IP Australia, Metcash, National Australia Bank, NICTA, OmniLab, Powerlink, RoadTek, Queensland Transport, Queensland Government Chief Information Office, Queensland Rail, QUT, Rio Tinto, Smiths Aerospace and Suncorp.



“QUT’s BPM group is a rich source of information for tapping into the current trends in Business Process Management. Participation in the BPM Roundtable seminars allows me to enhance my skills as a BPM Practitioner by sharing knowledge with other BPM experts.”

*Christine Stephenson, Business Architect
Manager, Strategy and Planning
Queensland Health*



Unlike in the previous years, when each meeting had an individual and different focus, 2007 was characterised by a consolidated focus on the issue of ‘The Process of Process Improvement’.

The kick-off for this topic took place on 15 February at Powerlink, Brisbane. The record number of 35 participants discussed during this one day event the main phases of this process. The second meeting was conducted on 10 May at the Department of Defence in Canberra and we further detailed the activities, inputs and outputs for process identification, process analysis and process design. Due to the high popularity and success of these discussions, a third meeting was held already on 19 July at the impressive facilities of CSC in Sydney. Finally, the BPM Roundtable members came together during the week of the Business Process Management conference. This fourth meeting took place on 27 September in the Suncorp Stadium in Brisbane and used Open Space technology.

The outcomes are now documented in a tool that supports collaborative editing. Weekly phone conferences among the members complemented the activities during the second half of the year.



“I find the QUT's BPM Group is well led and organised. This provides confidence that outcomes will be realised instead of only discussed. It is important to have a group that is honest and open to discuss aspects with and this group fulfils this important need. This is a group I have confidence will achieve what they set out to do.”

*Elton Jubber, Senior Quality Manager
National Australia Bank, Melbourne*



Research Grants

The BPM group has been very successful in acquiring grants to further our research. Below is a list of grants active in 2007, and each project is then briefly described.

ARC Centre of Excellence

- ARC Centre of Excellence in Cultural and Media Industries

ARC Research Network

- Enterprise Information Infrastructure

ARC Discovery

- Rapidly Locating Items in Distribution Networks with Process-Driven Nodes
- Next-Generation Reference Process Models
- Expressiveness Comparison and Interchange Facilitation between Business Process Execution Languages

ARC Linkage

- Service Ecosystems Management for Collaborative Process Improvement
- PASS: Personalised Adaptive and Semantics-driven Selection and Composition of Web Services
- Reconciling Activity-centric and Business Object-centric Approaches to Business Process Modelling
- Using Measures of Ontological Distance to Evaluate the Alignment between Organisational Needs and Enterprise Systems Capabilities
- Modelling in the Large
- Design of a Reference Methodology for Extended Enterprise Architecture

Smart State Fellowship

- SAFAI: Model-driven and Service-oriented Architecture for Flexible Application Integration

QUT-funded Projects

- Case Studies in Business Process Management

ARC Centre of Excellence

The ARC has established the Centres of Excellence Scheme to create the scale and focus necessary to maintain and develop Australia's international standing in areas of research priority. These are highly prestigious research clusters and the application process is highly competitive.

The BPM Group is intensively involved in a Centre of Excellence which is managed by QUT's Institute for Creative Industries and Innovation (www.ici.qut.edu.au).

“ARC Centre of Excellence in Cultural and Media Industries”

Interim Director: Professor Stuart Cunningham (QUT, Creative Industries)

Investigators: Professor Michael Rosemann
Assoc. Prof. Arthur ter Hofstede

Budget for BPM Group: AUD \$ 330,000 (2006-2009)

Summary: The ARC Centre of Excellence in Cultural and Media Industries drives the development of Australia's capacity to maximise the national economic and cultural benefits of digital content industries. It integrates research across a range of disciplines to develop new modes of access and distribution for user-led innovation. It will provide integrated, empirically grounded solutions to structural, conceptual and policy problems, during an exciting period when new technologies, end-user activism and semi-professional practices are challenging traditional models of production and consumption in the creative value chain. The Centre's research outcomes across six program areas will improve industry, government, education and creative services in Australia. The focus of the work within the BPM group will be on the development of an executable reference model for this industry.

With regard to the highly agile nature of the processes in the screen business and due to the fact that these processes are characterised by multiple levels of structure and creativity, a framework of Creativity-intensive Processes has been developed for flexible process support based on case study findings and a comprehensive literature review. The case studies were conducted with the Australian Film, Television and Radio School (AFTRS) and Rising Sun Pictures. The framework classifies existing approaches to process modelling based on different criteria and aims to support the introduction of IT support in creative environments.

Business process management for the post-production phase in the screen business can benefit from the application of Reference Process Models. Reference models are a widely accepted means to facilitate re-usable information system and organisational design. However, besides domain knowledge, the configuration of reference models requires a thorough understanding of both the reference model and the language it is captured in. This hinders the involvement of domain experts without specialized modelling background, in the configuration of reference models. To this end, we have proposed a questionnaire-driven approach to reference model configuration, which

abstracts away from the process modelling language. The proposal has been implemented as an intuitive tool-based wizard that guides users through the configuration process by means of a form-based interface. An empirical evaluation of the approach for the post-production phase in the screen business has started and is currently in progress with the Sound Department in the AFTRS.

The production phase is the most expensive phase in the screen business. Within this phase is the actual shooting, thus, the production of the feature film, TV-commercial, etc. A film production process can consist of complex steps and dependencies between these steps as well as require sophisticated support for data handling. It can benefit from the application of a workflow system to optimize the process execution and to automate its daily document processing procedure, which may ultimately reduce the cost of the film production. In 2007, we invested significant resources into applying the open source workflow system YAWL (Yet Another Workflow Language) to the automation of film production processes. A YAWL model was developed capturing the control-flow, data, and resource perspectives of a film production process, and customised user forms were designed to support templates used in professional film making. We have named the resulting system YAWL4Film. Through close collaboration with the AFTRS, we have deployed YAWL4Film in two student projects of film productions at the AFTRS during October 2007. We received positive feedback and comments on these two pilot projects, and are currently working on an improved version of YAWL4Film, which is intended to become part of the AFTRS curriculum system for film making.

As the YAWL system is crucial to the application of BPM in the screen business, efforts are devoted to the improvement of its design environment where the process models can be defined. In particular, a design document of extended resourcing support for the YAWL environment has been created. The extensions are being implemented in key YAWL components. Once finalised this puts us in a strong position to deal with more sophisticated requirements in process automation in the screen business.

In April 2007, we have conducted a 2-day workshop/interview with Digital Pictures, the largest member of the OmniLab Media Group. A progress report has been submitted in May and has triggered a request for continuous collaboration with Digital Pictures. In May 2007, we conducted a two day course on Business Process Management for the AFTRS in Sydney. In November 2007, Stefan Seidel from the European Centre for Information Systems (ERCIS) of the University of Muenster, Germany, visited our research group. ERCIS has become an Affiliated Partner of the Centre of Excellence this year. A collaboration agreement has been signed by CCI and the University of Muenster. Goal of the collaboration titled "Creativity and Business Processes" is to investigate how creativity in organizations influences business processes and, thus, business process management. Particularly the investigation of the role of knowledge and risks within Creativity-intensive processes is subject to this joined effort.

ARC Research Network

Building on a strong platform of excellent research already selected for funding under the ARC's Discovery and Linkage programs, ARC Research Networks funded under this new program provide an environment supporting highly creative, interdisciplinary research that is not averse to risk taking, and which aims to move a field forward or creating exciting, novel research themes.

“Enterprise Information Infrastructure”

Network Convenor: Professor Maria Orłowska (UQ)

Investigators: Professor Michael Rosemann
Assoc. Prof. Marlon Dumas
Dr Wasana Bandara

Budget: AUD \$3,200,000

Period: 2004-2009

Summary: The ARC Research Network in Enterprise Information Infrastructure (EII) targets a consolidated investigation into the comprehensive development and establishment of information infrastructures, with an emphasis on emerging advanced technologies and practices, for large-scale scientific and business organisations, government agencies and community groups. There are numerous research programs under this system, which include:

- computing infrastructure;
- data and knowledge management;
- enterprise centric computing;
- security, privacy and trust;
- vertical applications;
- technology adoption and impact; and
- service centric computing.

Members of the BPM Group are involved in the Enterprise Information Infrastructure network and provide the Chief Investigators for a task force on the *‘Major Issues in Business Process and Service Management’*.

This project involves research partners from The University of Queensland and Curtin University. The outcomes of this research have presented among others at the European Conference on Information Systems (ECIS 2007).

ARC Discovery

ARC Discovery grants support fundamental research by individuals or teams. The ARC Discovery schema is highly competitive with an average success rate of approx. 20-25 %. The BPM Group has currently three Discovery grants after being successful with one new proposal in 2006.

“Rapidly Locating Items in Distribution Networks with Process-Driven Nodes”

Grant Number: DP0773012
Investigators: Prof. Colin Fidge
Assoc. Prof. Arthur ter Hofstede
Assoc. Prof. Marlon Dumas
Budget: \$ 290,000
Period: 2007 - 2009

Summary: Safety-critical product recalls are a major public health issue in Australia. Recent extortion attempts involving poisoning of chocolate bars, paracetamol tablets and biscuits have demonstrated the urgent need for improved ways of locating commercial products that have been released into the community. Existing product recall tools are effective only within regulated manufacturing and warehousing facilities. This project will develop novel techniques for locating items in large-scale distribution networks driven by complex logistic processes. The outcomes of the project will make it easier to rapidly and accurately pinpoint product locations outside controlled facilities, thus contributing to both cost savings and public safety.

Publications:

- M. Wynn, C. Fidge, A.H.M. ter Hofstede, M. Dumas. "Product Flow Analysis in Distribution Networks with a Fixed Time Horizon". In *Proceedings of the 31st Australasian Computer Science Conference (ACSC)*, Wollongong, Australia 22-25 January 2008.
- M. Wynn, M. Dumas, C. Fidge, A.H.M. ter Hofstede, and W.M.P. van der Aalst. "Business Process Simulation for Operational Decision Support". In *Proceedings of the 3rd International Workshop on Business Process Intelligence (BPI)*, Brisbane, Australia, September 2007. Springer Verlag.

“Next-Generation Reference Process Models”

Grant Number:	DP0665480
Investigators:	Professor Michael Rosemann Assoc. Prof Arthur ter Hofstede Assoc. Prof. Marlon Dumas Professor Wil van der Aalst (TU Eindhoven, NL), PI A/Prof. Michael zur Muehlen (Stevens IoT, USA), PI
Members:	Dr Jan Mendling Jan Recker (PhD) Marcello La Rosa (PhD)
Budget:	\$ 282,000
Period:	2006-2008

Summary: Business process modelling is a key tool for organisations striving to create efficiencies by leveraging their IT infrastructure. This project will develop techniques for increasing the productivity of business process analysts by allowing them to reuse as much as possible existing models rather than systematically designing new ones from scratch. Specifically, the project will develop and validate a language for designing highly configurable process models. This language will enable superior approaches to business process modelling and hence smarter use of information. This will place Australia at the forefront of developments in business process management: a crucial technology in today’s global, dynamic and heterogeneous environments.

This project has been very successful this year with journal papers in Information Systems, Decision Support Systems and Data and Knowledge Engineering.

The project proceeded as planned. The following results have been achieved:

- a questionnaire model and an associated prototype toolset that allows subject matter experts to configure business process models by answering a set of questions formulated in terms of their domain of expertise.
- a notation that allows the definition of configurable process models based on a popular notation (namely Event-driven Process Chains – EPCs) and covering multiple modelling perspectives, namely control-flow, data flow and resources modelling.
- correctness issues of existing reference models have been investigated.
- a formal framework for staged (i.e. incremental) configuration of process models and a technique for ensuring preservation of correctness at each stage of model configuration.
- an extension of an workflow definition language, namely YAWL, with configuration features, focusing on the control-flow modelling perspective

ARC Linkage Projects

ARC Linkage grants help support collaborative research projects between higher education researchers and industry. The BPM Group has six current grants under this system. We successfully completed an ARC Discovery project this year.

“Service Ecosystems Management for Collaborative Process Improvement”

Grant Number:	LP0669244
Industry Partners:	SAP Australia (SAP Research, Brisbane) Queensland Government, Department of Public Works
Investigators:	Professor Michael Rosemann Assoc. Prof Marlon Dumas Prof Amanda Spink Prof Peter Bruza Dr Alistair Barros (SAP) Dr Paul York (Queensland Government)
Members:	Lawrence Lim (PhD) Christian Prokopp (PhD) Jan Heck (German Masters) Thomas Kohlborn (German Masters) Christoph Riedl (German Masters) Stefan Winkens (German Masters)
Budget:	\$ 259,000 from the ARC \$ 120,000 from SAP \$ 120,000 from Queensland Government
Period:	2007 - 2009

Summary: Streamlining cross-organisational processes based on service-oriented architectures is perceived as a natural way of increasing organisational performance. However, an overarching framework for nurturing the orderly development and deployment of service-oriented systems in large and highly compartmentalised organisations is missing. This project seeks to provide methods for consistent definition of services, design of user-centred service repositories, incentive and accountability structures for service governance, and efficient service discovery mechanisms in service-oriented systems. Among other outcomes, the project will lead to an overarching framework for enabling the formation of so-called service ecosystems, that is, service-oriented systems that grow up from independent initiatives, yet interact in seamless ways to support complex business processes. Though the focus will be on government processes, the project will generalise beyond this scope for a wider uptake of service ecosystems in other types of organisations.

Yes, the project achieved its goals for 2007. The high level of innovation of this entire project meant limited access to available literature and appropriate case studies. Nevertheless, the project team faced this challenge and was able to make progress that was satisfying in both terms, from an academic viewpoint and also in the eyes of the two involved industry partners. Two milestone presentations in December 2007 were used to discuss the status of this project in detail with all project partners. Both industry partners expressed their satisfaction with the progress.

PASS: Personalised Adaptive and Semantics-driven Selection and Composition of Web Services”

Grant Number: LP0455394

Industry Partner: SAP Australia (SAP Research, Brisbane)

Administering Institution: University of New South Wales

Investigators: Dr Boualem Benahallah (UNSW)
Professor Paul Compton (UNSW)
Assoc. Prof. Marlon Dumas (QUT)
Dr Stephan Milliner (QUT)
Dr Julien Vayssiere (SAP)
Mr Murray Spork (SAP)

Budget: \$ 142,000 from the ARC
\$ 183,000 from SAP

Period: March 2005 – March 2008

Summary: Web services are the pillar of the new generation of Internet technologies. They provide standardized access to functionality that would otherwise be hidden inside enterprise information systems. As the existing base of web services expands, there is a need for techniques to select, configure, assemble, and coordinate web services to perform complex user tasks. This project will advance the fundamental understanding and know-how in this area by addressing three complementary research challenges: how to organise and search semantically rich service descriptions; select services with respect to flexible and personalized criteria; and coordinate services in an adaptive and context-aware manner.

Selected publication in 2007:

- T. Fjellheim, S. Milliner, M. Dumas, and J. Vayssiere. "A Process-based Methodology for Designing Event-based Mobile Composite Applications". *Data and Knowledge Engineering* 61(1):6-22, April 2007. Elsevier Science Publications.

“Reconciling Activity-centric and Business Object-centric Approaches to Business Process Modelling”

Grant Number: LP0562363

Industry Partner: SWS

Administering Institution: Queensland University of Technology

Investigators: Assoc. Prof Marlon Dumas
Assoc. Prof Arthur ter Hofstede
Mr Adrian Iordachescu (Partner Investigator, SWS)
Ms Jarka Sipka (Partner Investigator, SWS)

Budget: \$ 72,444

Period: 2005-2008

Summary: Business process models are a fundamental instrument for analysing and automating the operations of organisations. At present, the space of business process modelling techniques is characterised by fragmentation with various approaches striking different tradeoffs. Two major families of approaches can be distinguished: activity-centric and business object-centric. These approaches correspond to complementary viewpoints. We see great potential in creating a level of integration between them. Accordingly, the project will investigate the relative expressiveness of these approaches, identify incompatibilities and synergies, and design model transformations. This will establish a foundation for next-generation business process modelling tools.

Selected publication in 2007:

- G. Redding, M. Dumas, A. ter Hofstede and A. Iordachescu. "Transforming Object-oriented Models to Process-oriented Models". In *Proceedings of the Workshop on Business Process Design (BPD)*, Brisbane, Australia, September 2007. Springer Verlag.

“Using Measures of Ontological Distance to Evaluate the Alignment between Organisational Needs and Enterprise Systems Capabilities”

Grant Number: LP0454094

Industry Partner: SAP Australia (SAP Research, Brisbane)

Administering Institution: Queensland University of Technology

Investigators: Professor Michael Rosemann

Professor Ron Weber (Monash University)

Professor Iris Vessey, PI

Members Dr Jayantha Rajapakse

Corinna Radulescu (UQ)

Budget: \$ 188,474 from the ARC

\$ 75,000 from SAP

Period: 2004-2007

Summary: Enterprise Systems (ES) packages are software systems that seek to provide their organisational users with comprehensive, integrated support for their information system needs. The development, implementation, operation, support, maintenance, and upgrade of enterprise systems is a multi-billion dollar industry. This industry is replete with stories of high-cost problems. Many of these problems arise because the business models embedded within ES packages do not align with the needs of their users. This project develops a methodology and measures to evaluate how well the business models embedded in an ES package meet user needs.

In 2007, we continued our work on a comprehensive ontological analysis of SAP's purchase order as an example for a mature business object. A longitudinal case study with Ipswich City Council provided deeper insights into the ES selection process and the role of domain-specific knowledge. A number of interviews with SAP representatives and Enterprise Systems consultants and customers complemented the gathering of empirical evidence. A theoretical model has been developed that tries to explain the sense making process that takes place between vendors and customers.

The research has been presented among others at the Americas Conference on Information Systems and the JAIS Theory Development Workshop which is held in conjunction with the International Conference on Information Systems.

“Modelling in the Large”

Grant Number: LP0560417

Industry Partner: SAP Australia (SAP Research, Brisbane)

Administering Institution: Queensland University of Technology

Investigators: Professor Michael Rosemann

Professor Peter Green (UQ)

Professor Graeme Shanks (Monash)

Dr Wasana Bandara

Members Assist. Prof Michael zur Muehlen (Stevens Institute of Technology), PI

Dr Wasim Sadiq (SAP Research), PI

Dr Alexander Dreiling (SAP Research)

Ms Hui Min Tan (QUT)

Ms Malini Jayaganesh (Monash)

Mr Jan Recker (QUT)

Budget: \$ 230,000 from ARC

\$ 90,000 from SAP

Period: 2005-2007

Summary: Business modelling supports a variety of approaches, which are currently of significant interest for Australian organisations. This includes business process management, risk management or Enterprise Architecture design. The trend to centralised and integrated business modelling projects leads to a high number of models, modellers, users, and modelling purposes. This phenomenon is called modelling in the large. The proposed research project explores the major issues within these projects and develops improved modelling techniques and project management approaches for large modelling initiatives. The outcomes will streamline the design, integration, maintenance and communication of models with a focus on Enterprise Systems.

In 2007, we made substantial progress in the main areas of investigation, i.e. BPM Governance, The Impact of Culture on BPM and the acceptance of different modelling techniques. A series of interviews have been conducted with organisations in order to categorise their BPM Governance practices. Furthermore, we conducted a comprehensive content analysis using Seek.com and Monster.com. As part of the study on the impact of culture, a detailed set of interviews has been conducted with Indian and Australian organisations. We also made substantial progress with related studies on the actual use of BPMN using experiments and content analyses. The project progress has been presented to the industry partner in various seminars and a critical review by Prof Lutz Heuser, SAP, was conducted in October.

Smart State Fellowship

Smart State Fellowships support the Queensland Government's investment in leading edge research facilities by funding outstanding national and international researchers, working in leading Queensland based research teams. The BPM Group has one current grant in this schema.

SAFAI: Model-driven and Service-oriented Architecture for Flexible Application Integration”

Administrating Institution: Queensland University of Technology

Investigator: Assoc. Prof. Marlon Dumas

Budget: \$ 150,000 from Queensland Government
 \$ 105,000 from SAP
 \$ 45,000 from QUT

Period: December 2004 – November 2007

Summary: With the increasing reliance on software applications for the conduct of business, the need to integrate these applications with minimal effort and in short timeframes is becoming ever more evident. Concomitantly, model-driven and service-oriented architectures are emerging as effective paradigms for developing and interconnecting applications. This project aims at exploring the possibilities opened by the combined use of these two paradigms in order to achieve flexible application integration. Specifically, the project will devise new techniques for building integrated systems of applications in such a way that changes in business requirements can be rapidly and reliably propagated into changes in the system.

Selected publication in 2007:

- A. Barros, G. Decker, M. Dumas and F. Weber. "Correlation Patterns in Service-Oriented Architectures". In *Proceedings of the 9th International Conference on Fundamental Approaches to Software Engineering (FASE)*, Braga, Portugal, March 2007. Springer Verlag.



Publications

Throughout 2007, a number of high quality publications were released by members of the group including a number of journal papers and papers accepted at leading academic conferences. Furthermore, we published various technical reports and white papers for the wider distribution of our research findings.

Edited Books:

G. Alonso, P. Dadam, M. Rosemann: Proceedings of the 5th International Conference on Business Process Management (BPM 2007). Lecture Notes in Computer Science 4714. Springer-Verlag, 2007.

Edited Proceedings:

M. Adams, S. Sadiq: Proceedings of the BPM Conference 2007 Demonstration Program. CEUR Workshop Proceedings 272. CEUR, 2007.

Journal Articles:

T. Fjellheim, S. Milliner, M. Dumas, J. Vayssiere: A Process-based Methodology for Designing Event-based Mobile Composite Applications. *Data and Knowledge Engineering*, Volume 61. Pages 6-22. Elsevier, 2007.

P. Green, M. Rosemann, M. Indulska, C. Manning: Candidate Interoperability Standards: An Ontological Overlap Analysis. *Data and Knowledge Engineering*, Volume 62. Pages 274-291. Elsevier, 2007.

S. Joslin, R. Brown, P. Drennan: The gameplay visualization manifesto: a framework for logging and visualization of online gameplay data. *ACM Computers in Entertainment*, Volume 5. ACM, 2007.

J. Mendling: On the detection and prediction of errors in EPC business process models (extended abstract). *EMISA Forum*, Volume 27. Pages 52-59. Gesellschaft fuer Informatik, 2007.

P. Oaks, A. ter Hofstede: Guided interaction: A mechanism to enable ad hoc service interaction. *Information Systems Frontiers*, Volume 9. Pages 29-51. Springer-Verlag, 2007.

C. Ouyang, H. Verbeek, W. van der Aalst, S. Breutel, M. Dumas, A. ter Hofstede: Formal Semantics and Analysis of Control Flow in WS-BPEL. *Science of Computer Programming*, Volume 67. Pages 125-332. Elsevier, 2007.

- J. Recker: A Socio-Pragmatic Constructionist Framework for Understanding Quality in Process Modelling. *Australasian Journal of Information Systems*, Volume 14. Pages 43-63. Australasian Association for Information Systems, 2007.
- J. Recker, M. Indulska: An Ontology-Based Evaluation of Process Modeling with Petri Nets. *International Journal of Interoperability in Business Information Systems*, Volume 2. Pages 45-64. University of Oldenburg, 2007.
- J. Recker, M. Rosemann, J. Krogstie: Ontology- versus Pattern-based Evaluation of Process Modeling Languages: A Comparison. *Communications of the Association for Information Systems*, Volume 20. Pages 774-799. Association for Information Systems, 2007.
- M. Rosemann, W. van der Aalst: A Configurable Reference Modelling Language. *Information Systems*, Volume 32. Pages 1-23. Elsevier, 2007.
- Y. Si, D. Edmond, M. Dumas, A. ter Hofstede: Specification and Execution of Composite Trading Activities. *Electronic Commerce Research*, Volume 7. Pages 221-263. Springer-Verlag, 2007.
- W. van der Aalst, M. Rosemann, M. Dumas: Deadline-based Escalation in Process-Aware Information Systems. *Decision Support Systems*, Volume 43. Pages 492-511. Elsevier, 2007.
- H. Verbeek, W. van der Aalst, A. ter Hofstede: Verifying Workflows with Cancellation Regions and OR-joins: An Approach Based on Invariants. *The Computer Journal*, Volume 50. Pages 294-314. Oxford University Press, 2007.

Book Chapters:

- K. Nelson, G. Thomas: Communication Skills. In: D. McDermid (eds.): *Ethics in ICT - An Australian Perspective*. Pages Chapter 12. Pearson, 2007.
- C. Ouyang, W. van der Aalst, M. Dumas, A. ter Hofstede, M. La Rosa: Service-Oriented Processes: An Introduction to BPEL. In: J. Cardoso (eds.): *Semantic Web Services: Theory, Tools and Applications*. Information Science Reference. Pages 155-190. IGI Global, 2007. I. Vanderfeesten, J. Cardoso, J. Mendling, H. Reijers, W. van der Aalst: Quality Metrics for Business Process Models. In: L. Fischer (eds.): *2007 BPM & Workflow Handbook*. Pages 179-190. Workflow Management Coalition, 2007.
- J. Recker, J. Mendling: Lost in Business Process Model Translations - How a Structured Approach helps to Identify Conceptual Mismatch. In: K. Siau (eds.): *Contemporary Issues in Database Design and Information Systems Development*. Pages 227-259. IGI Idea Group Publishing, 2007.
- J. Recker, M. Rosemann, P. Green, M. Indulska: Extending the Scope of Representation Theory: A Review and Proposed Research Model. In: D. Hart, S. Gregor (eds.): *Information Systems Foundations: Theory, Representation and Reality*. Pages 93-114. ANU E Press, 2007.

Conference and Workshop Papers:

- M. Adams, A. ter Hofstede, W. van der Aalst, D. Edmond: Dynamic, Extensible and Context-Aware Exception Handling for Workflow. In: R. Meersman, Z. Tari (eds.): *Proceedings of the 15th International Conference on Cooperative*

- Information Systems (CoopIS 2007). Lecture Notes in Computer Science 4803. Pages 95-112. Springer-Verlag, 2007.
- L. Aldred, W. van der Aalst, M. Dumas, A. ter Hofstede: Communication Abstractions for Distributed Business Processes. In: J. Krogstie, A. Opdahl, G. Sindre (eds.): Proceedings of the 19th International Conference on Advanced Information Systems Engineering (CAiSE 2007). Pages 409-423. Springer-Verlag, 2007.
- W. Bandara, C. Stephenson : Enhancing Best Practice in Public Health: Using Process Patterns for Business Process Management . In: H. Österle, J. Schelp, R. Winter (eds.): Proceedings of the 15th European Conference on Information Systems. 2007.
- W. Bandara, M. Indulska, S. Chong, S. Sadiq: Major issues in Business Process Management: an Expert Perspective. In: H. Österle, J. Schelp, R. Winter (eds.): Proceedings of the 15th European Conference on Information Systems. 2007.
- W. Bandara, M. Rosemann, I. Davies, C. Tan: A Structured Approach to Determining Appropriate Content for Emerging Information Systems Subjects: An Example for BPM Curricula Design. In: M. Toleman, A. Cater-Steel, D. Roberts (eds.): Proceedings of the 18th Australasian Conference on Information Systems (ACIS'07). 5-7 Dec 2007, Toowoomba. Pages 1132-1141. University of Southern Queensland, 2007.
- A. Barros, G. Decker, M. Dumas, F. Weber: Correlation Patterns in Service-Oriented Architectures. In: M. Dwyer, A. Lopes (eds.): Proceedings of the 10th International Conference on Fundamental Approaches to Software Engineering (FASE). Pages 245-259. Springer-Verlag, 2007.
- T. de Bruin: Insights into the Evolution of BPM in Organisations. In: M. Toleman, A. Cater-Steel, D. Roberts (eds.): Proceedings of the 18th Australasian Conference on Information Systems. Pages 632-642. The University of Southern Queensland, 2007.
- T. de Bruin, M. Rosemann: Using the Delphi Technique to Identify BPM Capability Areas. In: M. Toleman, A. Cater-Steel, D. Roberts (eds.): Proceedings of the 18th Australasian Conference on Information Systems. Pages 643-653. The University of Southern Queensland, 2007.
- M. Dumas, A. Grosskopf, T. Hettel, M. Wynn: Semantics of Standard Process Models with OR-joins. In: R. Meersman, Z. Tari (eds.): Proceedings of the International Conference on Cooperative Information Systems. Lecture Notes In Computer Science 4803. Pages 41-58. Springer-Verlag, 2007.
- M. Duncan, K. Nelson: Real-World Curriculum Design for a Changing Workplace. In: Proceedings of the ATN Evaluation and Assessment Conference. Pages .2007.
- C. Flender, M. Rosemann: Service-oriented Design of an Enterprise Architecture in Home Telecare.. In: M. Toleman, A. Cater-Steel, D. Roberts (eds.): Proceedings of the 18th Australasian Conference on Information Systems (ACIS'07). 5-7 Dec 2007, Toowoomba. University of Southern Queensland, 2007.
- M. Indulska, J. Recker, P. Green, M. Rosemann: Are We There Yet? Seamless Mapping of BPMN to BPEL4WS. In: Proceedings of the 13th Americas Conference on Information Systems. Association for Information Systems, 2007.
- S. Karus, M. Dumas: Enforcing Policies and Guidelines in Web Portals: A Case Study. In: M. Weske, M. Said-Hacid, C. Godart (eds.): Proceedings of the WISE Workshops 2007. Pages 154-165. Springer-Verlag, 2007.
- M. La Rosa, J. Lux, S. Seidel, M. Dumas, A. ter Hofstede: Questionnaire-driven Configuration of Reference Process Models. In: J. Krogstie, A. Opdahl, G. Sindre

- (eds.): Proceedings of the 19th International Conference on Advanced Information Systems Engineering (CAiSE 2007). Pages 424-438. Springer-Verlag, 2007.
- J. Mendling: Combining a Reachability Graph and a Reduction Rule Approach for Verification of EPCs. In: M. Adams, S. Sadiq (eds.): Proceedings of the BPM Demonstration Program (BPM-Demo-2007) at the Fifth International Conference on Business Process Management. CEUR Workshop Proceedings 272. CEUR, 2007.
- J. Mendling, B. van Dongen, W. van der Aalst: On the Degree of Behavioral Similarity between Business Process Models. In: M. Nüttgens, F. Rump, A. Gadatsch (eds.): Proceedings of the 6th GI Workshop on Event-Driven Process Chains (EPK 2007). CEUR Workshop Proceedings. Pages 39-58. CEUR, 2007.
- J. Mendling, B. van Dongen, W. van der Aalst: Getting Rid of the OR-Join in Business Process Models. In: Proceedings of the Tenth IEEE International Enterprise Computing Conference (EDOC 2007). Pages 3-14. IEEE, 2007.
- J. Mendling, G. Neumann: Error Metrics for Business Process Models. In: J. Eder, S. Tomassen, A. Opdahl, G. Sindre (eds.): Proceedings of CAiSE Forum 2007 of the 19th International Conference on Advanced Information Systems Engineering (CAiSE'07). CEUR Workshop Proceedings 247. Pages 53-56. CEUR, 2007.
- J. Mendling, H. Reijers, J. Cardoso: What Makes Process Models Understandable?. In: G. Alonso, P. Dadam, M. Rosemann (eds.): Proceedings of the 5th International Conference on Business Process Management (BPM 2007). Lecture Notes in Computer Science 4714. Pages 48-63. Springer-Verlag, 2007.
- J. Mendling, J. Recker: Extending the Discussion of Model Quality: Why Clarity and Completeness may not be enough. In: B. Pernici, J. Gulla (eds.): Proceedings of CAiSE 2007 Workshops Vol. I - Eleventh International Workshop on Exploring Modeling Methods in Systems Analysis and Design (EMMSAD 2007). Pages 109-121. Tapir Academic Press, 2007.
- J. Mendling, W. van der Aalst: Formalization and Verification of EPCs with OR-Joins Based on State and Context. In: J. Krogstie, A. Opdahl, G. Sindre (eds.): Proceedings of the 19th International Conference on Advanced Information Systems Engineering (CAiSE 2007). Lecture Notes in Computer Science 4495. Pages 439-453. Springer-Verlag, 2007.
- J. Mendling, W. van der Aalst, G. Neumann: On the Correlation between Process Model Errors and Metrics. In: J. Grundy, S. Hartmann, A. Laender, L. Maciaszek, J. Roddick (eds.): Proceedings of the 26th International Conference on Conceptual Modeling (ER 2007) Tutorials, Posters, Panels and Industrial Contributions. Conferences in Research and Practice in Information Technology 83. Pages 173-178. ACS, 2007.
- J. Mendling, W. van der Aalst, G. Neumann: Understanding the Occurrence of Errors in Process Models based on Metrics. In: R. Meersman, Z. Tari (eds.): Proceedings of the 15th International Conference on Cooperative Information Systems (CoopIS 2007). Lecture Notes in Computer Science 4803. Pages 113-130. Springer-Verlag, 2007.
- N. Mulyar, L. Aldred, W. van der Aalst: The Conceptualization of a Configurable Multi-party Multi-message Request-Reply Conversation. In: R. Meersman, Z. Tari (eds.): Proceedings of the 9th International Symposium on Distributed Objects, Middleware, and Applications (DOA). Lecture Notes in Computer Science 4803. Pages 735-753. Springer-Verlag, 2007.

- K. Nelson, S. Kift, T. Creagh: Implementing a blueprint for success. In: Proceedings of the 10th Pacific Rim First Year Higher Education Conference. Pages .2007. [Should the word “Pages” be removed?]
- K. Nelson, S. Kift, T. Creagh, C. Quinn, M., Duncan: Developing Team Work Assessment: Satisfying Solutions for the Real World. In: Proceedings of the ATN Evaluation and Assessment Conference. Pages. 2007. [Should the word “Pages” be removed?]
- J. Recker: A Study on the Decision to Continue Using a Modeling Grammar. In: Proceedings of the 13th Americas Conference on Information Systems. Association for Information Systems, 2007.
- J. Recker: Why Do We Keep Using A Process Modelling Technique? In: M. Toleman, A. Cater-Steel, D. Roberts (eds.): Proceedings of the 18th Australasian Conference on Information Systems. Pages 49-59. The University of Southern Queensland, 2007.
- J. Recker, A. Dreiling: Does it matter which process modelling language we teach or use? An experimental study on understanding process modelling languages without formal education. In: M. Toleman, A. Cater-Steel, D. Roberts (eds.): Proceedings of the 18th Australasian Conference on Information Systems. Pages 356-366. The University of Southern Queensland, 2007.
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- J. Recker, M. Indulska, P. Green: Extending Representational Analysis: BPMN User and Developer Perspectives. In: G. Alonso, P. Dadam, M. Rosemann (eds.): Proceedings of the 5th International Conference on Business Process Management (BPM 2007),. Lecture Notes in Computer Science 4714. Pages 384-399. Springer-Verlag, 2007.
- J. Recker, M. Rosemann: Integration of Models for Understanding Continuance of Process Modeling Techniques. In: Proceedings of the 13th Americas Conference on Information Systems. Association for Information Systems, 2007.
- J. Recker, M. Rosemann: Understanding the Process of Constructing Scales Inventories in the Process Modelling Domain. In: H. Österle, J. Schelp, R. Winter (eds.): Proceedings of the 15th European Conference on Information Systems. Pages 2014-2025. University of St. Gallen, 2007.
- M. Rosemann, I. Vessey, R. Weber, C. Raduescu: Aligning Organizational Capabilities with Enterprise System's Capabilities: The Role of Domain-Specific Knowledge. In: Proceedings of the 13th Americas Conference on Information Systems. Association for Information Systems, 2007.
- N. Russell, A. ter Hofstede, W. van der Aalst: newYAWL: Specifying a Workflow Reference Language using Coloured Petri Nets. In: K. Jensen (eds.): Proceedings of the Eighth Workshop and Tutorial on Practical Use of Coloured Petri Nets and the CPN Tools, Aarhus, Denmark. DAIMI PB-584. Pages 107-126. Dept of Computer Science, University of Aarhus, 2007.
- S. Sadiq, M. Indulska, W. Bandara, S. Chong : Major issues in Business Process Management: a vendor Perspective. In: Proceedings of the Pacific Asia Conference on Information Systems (PACIS 2007).
- S. Seidel, M. Adams, A. ter Hofstede, M. Rosemann: Modelling and Supporting Processes in Creative Industries. In: H. Österle, J. Schelp, R. Winter (eds.):

- Proceedings of the 15th European Conference on Information Systems. Pages 516-527. University of St. Gallen, 2007.
- C. Simon, J. Mendling: Integration of Conceptual Process Models by the Example of Event-driven Process Chains. In: A. Oberweis, C. Weinhardt, H. Gimpel, A. Koschmider, V. Pankratius, B. Schnizler (eds.): Proceedings of Wirtschaftsinformatik 2007 (WI 2007) - Band 1. Pages 677-694. Universitaetsverlag Karlsruhe, 2007.
- L. Thom, J. Lau, C. Iochpe, J. Mendling: Extending Business Process Modeling Tools with Workflow Pattern Reuse. In: J. Cardoso, J. Cordeiro, J. Filipe (eds.): Proceedings of 9th International Conference on Enterprise Information Systems (ICEIS 2007). Pages .2007. [Should the word "Pages" be removed?]
- M. zur Muehlen, J. Recker, M. Indulska: Sometimes Less is More: Are Process Modeling Languages Overly Complex? In: K. Taveter, D. Gasevic (eds.): Proceedings of the 3rd International Workshop on Vocabularies, Ontologies and Rules for The Enterprise.IEEE, 2007.

PhD Theses:

- M. Adams: Facilitating Dynamic Flexibility and Exception Handling for Workflows. 2007. PhD Thesis, Faculty of Information Technology.
- W. Bandara: Process Model Success Factors and Measures. 2007. PhD Thesis, Faculty of Information Technology.
- J. Mendling: Detection and Prediction of Errors in EPC Business Process Models. 2007. PhD Thesis, Vienna University of Economics and Business Administration.
- N. Russell: Foundations of Process-Aware Information Systems. 2007. PhD Thesis, Faculty of Information Technology.
- M. Wynn: Semantics, Verification, and Implementation of Workflows with Cancellation Regions and OR-joins. 2007. PhD Thesis, Faculty of Information Technology.

Technical Reports and other Publications:

- M. Adams, A. ter Hofstede, D. Edmond, W. van der Aalst: Dynamic and Extensible Exception Handling for Workflows: A Service-Oriented Implementation. BPM Center Report BPM-07-03. BPMcenter.org, 2007.
- L. Aldred, W. van der Aalst, M. Dumas, A. ter Hofstede.: Dimensions of Coupling in Middleware. BPM Center Report BPM-07-08. 2007.
- W. Bandara, K. Nelson: Teaching cases to support authentic learning experiences throughout course curriculum. 2007.
- B. van Dongen, R. Dijkman, J. Mendling: Detection of similarity between business process models. BETA Working Paper 233. Eindhoven University of Technology, 2007.
- F. Gottschalk, W. van der Aalst, M. Jansen-Vullers, M. La Rosa: Configurable Workflow Models. BETA Working Paper. Beta, Eindhoven University of Technology, 2007.
- M. La Rosa, M. Dumas, A. ter Hofstede, J. Mendling, F. Gottschalk: Beyond Control-Flow: Extending Business Process Configuration to Resources and Objects. QUT ePrint, Queensland University of Technology, 2007.
- M. La Rosa, W. van der Aalst, M. Dumas, A. ter Hofstede: Variability Modeling for Questionnaire-based System Configuration. QUT ePrint, Queensland University of Technology, 2007.
- N. Mulyar, W. van der Aalst, L. Aldred, N. Russell: Service Interaction Patterns: A Configurable Framework. BPMcenter.org, 2007.
- M. Rosemann, M. Dumas: Holistic BPM is Coming of Age. BPTrends, September 2007.
- N. Russell W. van der Aalst: Evaluation of the BPEL4People and WS-HumanTask Extensions to WS-BPEL 2.0 using the Workflow Resource Patterns. BPMcenter.org, 2007.
- N. Russell, A. ter Hofstede, D. Edmond, W. van der Aalst: newYAWL: Achieving Comprehensive Patterns Support in Workflow for the Control-Flow, Data and Resource Perspectives. BPMcenter.org, 2007.
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- P. Wohed, B. Andersson, A. ter Hofstede, N. Russell, W. van der Aalst: Patterns-based Evaluation of Open Source BPM Systems: The Cases of jBPM, OpenWFE, and Enhydra Shar. BPMcenter.org, 2007.

Membership of Editorial Boards

Researchers of the BPM Group are active as members of editorial boards for a number of international journals. In this role, they contribute with regular reviews to the overall quality of these journals. At the same time, this provides the opportunity to involve research students in review activities.

In 2007, we were represented in editorial boards of the following journals:

Journal	BPM Representative
Business Process Management Journal	Michael Rosemann
Enterprise Modelling and Information Systems Architectures	Michael Rosemann
Information & Management	Michael Rosemann
Information Systems and e-Business Management	Michael Rosemann
Information Systems Frontiers	Iris Vessey
International Journal of Enterprise Information Systems	Michael Rosemann (Assoc. Editor) Glenn Stewart
Journal for Global Information Management	Michael Rosemann
Journal of Database Management	Michael Rosemann Iris Vessey (Associate Editor)
Journal of Enterprise Information Management	Glenn Stewart (Associate Editor)



BPM 2007 Conference

The academic BPM community was gathering in Brisbane in the last week of September. QUT's BPM Group was the proud host of the most significant BPM conference. For the first time in its five year history, this conference took place outside Europe. Without compromising the highest academic standards (less than 15 % acceptance rate), BPM 2007 was able to nearly double the number of attendees to almost 300 participants. Six workshops, 22 papers, a demo session, three tutorials, a panel discussion and three co-located events formed a comprehensive program that provided countless opportunities to explore and discuss the latest BPM issues. Social events complemented the activities during the day and helped to bring the BPM community closer together.



- *Awesome conference. Very well organised.*
- *Well done team. You have improved QUT's profile and helped create a better awareness of BPM within the industry here in Australia. I think this BPM team in Brisbane is world-class.*
- *Overall very enjoyable and informative. QUT can be justifiably proud of their hosting.*
- *Nice conference & well organized. Great job!*
- *The BPM 2007 was the best organized conference I ever attended!*
- *Very well organised. Obviously a lot of effort put into managing every detail. Congratulations.*

Conference Chairs & Members in Committees

In 2007, we provided the (co-)chairs to the following events.

Conference/Workshop	BPM Representative
<i>3rd Workshop on Business Process Intelligence (BPI 2007)</i> Brisbane, Australia 24 September	Jan Mendling
<i>5th International Conference on Business Process Management (BPM 2007)</i> Brisbane, Australia 25-27 September	Michael Rosemann (General Chair and Program Co-Chair) Marlon Dumas (Organisation Chair) Arthur ter Hofstede (Workshop Co-Chair) David Edmond (Tutorial/Panel Chair) Michael Adams (Demo Co-Chair)
Business Process Management Track at the 18 th Australasian Conference on Information Systems (ACIS 2007) Toowoomba, Australia 5-7 December	Michael Rosemann (Co-Chair)

In 2007, we provided a member to the steering committees of the following conference.

Conference	BPM Representative
<i>5th International Conference on Business Process Management (BPM 2007)</i> Brisbane, Australia 25-27 September	Arthur ter Hofstede

In 2007, we provided members to the program committees of the following events.

Conference/Workshop	BPM Representative
<i>9th Bi-Annual International Conference on Decision Support Systems (ICDSS 07)</i> Calcutta, India 2-4 January	Michael Rosemann
<i>4th Asia-Pacific Conference on Conceptual Modelling (APCCM 07)</i> Ballarat, Australia	Michael Rosemann

30 January-2 February	
<i>1st IEEE Conference on Digital Ecosystems and Technologies (DEST)</i> Cairns, Australia 21-23 February	Marlon Dumas
<i>ACM SAC 2007 Track on Organizational Engineering (OE)</i> 11-15 March Seoul, Korea	Jan Mendling
<i>Workshop on Software Engineering Methods for Service Oriented Architecture (SemSoa 2007)</i> 10-11 May Hannover, Germany	Jan Mendling
<i>Information Systems Development Track at the European Conference on Information Systems (ECIS 2007)</i> St Gallen, Switzerland 7-9 June	Michael Rosemann (Assoc. Editor)
<i>Workshop on Semantic Business Process and Product Lifecycle Management (SBPM 2007)</i> Innsbruck, Austria 7 June	Jan Mendling
<i>8th Workshop on Business Process Modeling, Development and Support (BPMDS 07) in conjunction with CAiSE 2007</i> Trondheim, Norway 11-12 June	Jan Mendling Jan Recker Michael Rosemann
<i>12th International Workshop on Exploring Modeling Methods in Systems Analysis and Design (EMMSAD 07) in conjunction with CAiSE 2007</i> Trondheim, Norway 11-12 June	Arthur ter Hofstede Jan Mendling Michael Rosemann
<i>2nd International Workshop on Technologies for Collaborative Business Process Management (TCoB 2007)</i> Madeira, Portugal 12-13 June	Jan Mendling
<i>Doctoral Consortium at the 9th International Conference on Enterprise Information Systems (ICEIS 2007)</i> 12-16 June Madeira, Portugal	Jan Mendling
<i>19th International Conference on Advanced Information Systems Engineering (CAiSE 2007)</i> Trondheim, Norway 13-15 June	Michael Rosemann
<i>2nd IEEE Workshop on Agile Cooperative Process-aware Information Systems (ProGility 2007) in conjunction with IEEE WETICE 2007</i> Paris, France	Jan Mendling Michael Rosemann

18-20 June	
<i>4th International Conference on Enterprise Systems, Accounting and Logistics (ICESAL 2007)</i> Corfu Island, Greece 9-10 July	Michael Rosemann
<i>I-KNOW Special Track on "Task and Process Exploration and Modelling" (TPEM'07)</i> Graz, Austria 5-7 September	Jan Mendling
<i>3rd International Workshop on Business Process Intelligence in conjunction with BPM 2007</i> Brisbane, Australia 24 September	Michael Rosemann
<i>3rd Workshop on Business Processes Design (BPD 2007)</i> Brisbane, Australia 24 September	Jan Mendling
<i>5th International Conference on Business Process Management (BPM 2007)</i> Brisbane, Australia 25-27 September	Marlon Dumas Arthur ter Hofstede
<i>First European Workshop on the Use of Ontologies in Logistics Applications (OntoLogistics2007)</i> Bremen, Germany 25 September	Jan Mendling
<i>Workshop on Workflow Process Management as part of the 9th International Symposium on Symbolic and Numeric Algorithms for Scientific Computing (SYNASC 2007)</i> Timisoara, Romania 26-29 September	Jan Mendling Jan Recker
<i>BPM Demo Session at the 5th International Conference on Business Process Management (BPM 2007)</i> Brisbane, Australia 27 September	Jan Mendling Jan Recker
<i>2nd IFIP TC9 International Conference on Enterprise Information Systems (CONFENIS 2007)</i> Beijing, China 14-16 October	Michael Rosemann
<i>2nd IEEE International Conference on E-Business Engineering (ICEBE 2007)</i> Hong Kong, China 24-25 October	Marlon Dumas
<i>International Workshop on Service Composition & SWS Challenge (SerComp 2007)</i> Silicon Valley, USA 5 November	Jan Mendling

<p><i>4th QualIT Conference</i> Wellington, New Zealand 18-20 November</p>	Michael Rosemann
<p><i>3rd International Symposium on Visual Computing (ISVC07)</i> Lake Tahoe, Nevada, CA, USA 26-28 November</p>	Ross Brown
<p><i>15th International Conference on Cooperative Information Systems (CoopIS 2007)</i> Algarve, Portugal 26-30 November</p>	Marlon Dumas
<p><i>6th GI-Workshop EPK 2007: Business Process Management with Event-driven Process Chains</i> St. Augustin, Germany 29-30 November</p>	Jan Mendling Michael Rosemann
<p><i>5th International Conference on Computer Graphics and Interactive Techniques in Australasia and Southeast Asia</i> Perth 1-4 December</p>	Ross Brown
<p><i>8th International Conference on Web Information Systems Engineering (WISE 2007)</i> Nancy, France 3-6 December</p>	Marlon Dumas
<p><i>2nd International Workshop on Enterprise Modelling and Information Systems Architectures (EMISA)</i> St. Goar, Germany 8-9 December</p>	Michael Rosemann
<p><i>1st Workshop on Governance, Risk and Compliance in conjunction with WISE 2007</i> Nancy, France 8-9 December</p>	Michael Rosemann
<p><i>7th Annual Workshop on Information Technology and Systems (WITS 2007)</i> Montreal, Canada 8-9 December</p>	Michael Rosemann

External Services

Members of the BPM Group provide a wide range of services, which are often less visible than publications, but in many cases very time-consuming. These types of services express a high level of confidence in our capabilities and demonstrate the commitment we make towards the development of a strong global BPM community.

Service	BPM Group Member
Executive Member of the Australian Council of Heads and Professors of Information Systems (ACPHIS)	Michael Rosemann
Member of the Australian Research Council (ARC) College of Experts, Mathematics, Information and Communication Sciences Panel	Michael Rosemann
External Examination of a PhD thesis, Unitec, Auckland NZ	Michael Rosemann
Chair Association on Information Systems (AIS) Special Interest Group on Enterprise Systems	Glenn Stewart

Presentations

Members of the BPM Group, in addition to the presentations at the academic conferences listed above, gave the following presentations. The list below also includes further related services to the community such as chairing at conferences.

Date	Event, Location	Title	Presenter
8 January	University of Saarland. Saarbruecken, Germany	<i>BPM Research in Australia. Same Same But Different</i>	Jan Recker
11 January	Hasso Plattner-Institute for Software Systems Engineering. Potsdam, Germany	<i>BPMN - Emerging Star or Yet Another Notation? Research Tales about Representation Fidelity, Goodness and Acceptance</i>	Jan Recker
16 February	University of Melbourne, Research Seminar, Melbourne	<i>How to write a successful ARC proposal</i>	Michael Rosemann
5 March	IQPC Internal Process and Strategy Development Conference, Canberra	<i>The A-Z of Business Process Management (workshop)</i>	Michael Rosemann
6 March	IQPC Internal Process and Strategy Development Conference, Canberra	<i>Defining Services to Streamline Processes in a Large and Complex Organisation</i>	Marlon Dumas
10 March	QUT Sessional Staff Development Program	<i>Working with First Year Students</i>	Karen Nelson & S. Kift
14 March	BTELL BPM Conference, Sydney	<i>Risk and Compliance management in business processes</i>	Michael Rosemann & Michael zur Muehlen (Stevens Institute)
15 March	BTELL BPM Conference, Sydney	<i>How to ensure that BPM is used as a basis for decision making?</i>	Michael Rosemann
30 March	Software Education Conference, Sydney	<i>BPM – Hype and Reality</i>	Michael Rosemann
5 April	Carrick Discipline Initiative Forum	<i>Enhancing Transition at QUT</i>	Karen Nelson & S. Kift

Date	Event, Location	Title	Presenter
26 April	BPMG Meeting, Perth	<i>The Art and Science of Business Process Improvement</i>	Michael Rosemann
27 April	Curtin University Research Seminar, Perth	<i>How to write a successful ARC proposal?</i>	Michael Rosemann
8 May	QUT Faculty of Health Staff Development Workshop	<i>"The First Year Experience: Lessons from Experience"</i>	Karen Nelson & S. Kift
9 May	BPMG Meeting, Canberra	<i>Critical Success Factors of BPM</i>	Tonia de Bruin & Michael Rosemann
15 May	Oracle Breakfast Seminar, Sydney	<i>BPM – Best Practices</i>	Michael Rosemann
30 May	Howe School of Technology Management. Hoboken, New Jersey, United States	<i>Why Do We Keep Using a Process Modelling Technique? Towards a Model of Process Modelling Technique Continuance</i>	Jan Recker
31 May	Research seminar at the TU Eindhoven, The Netherlands	<i>YAWL – An Overview</i>	Arthur ter Hofstede
5-7 June	INWEST Seminar: Coordination of Web Services, Tampere, Finland	<i>Foundations of Workflow Modelling and Execution: Workflow Patterns and YAWL</i>	Arthur ter Hofstede
25 June	Research seminar at the TU Eindhoven, The Netherlands	<i>Questionnaire-driven Configuration of Reference Process Models</i>	Marcello La Rosa
29 June	Smart Internet Technology CRC, Australian Technology Park, Sydney	<i>Service-oriented Design of Enterprise Architectures</i>	Christian Flender
3 July	Oracle Breakfast Seminar, Melbourne	<i>BPM – Best Practices</i>	Michael Rosemann
6 August	SAP User Group Conference, Sydney	<i>BPM: getting ready for ESOA</i>	Michael Rosemann
7 August	SAP User Group Conference, Sydney	<i>Process modeling 101</i>	Michael Rosemann

Date	Event, Location	Title	Presenter
9 August	Rio Tinto Process Leader Meeting, Brisbane	<i>Business Process Management – Best Practices and QUT Capabilities</i>	Tonia de Bruin & Michael Rosemann
10 August	Oracle Middleware Conference, Auckland, NZ	<i>Business Process Excellence</i>	Michael Rosemann
15 August	Oracle Middleware Conference, Sydney	<i>Business Process Excellence</i>	Michael Rosemann
17 August	Oracle Middleware Conference, Melbourne	<i>Business Process Excellence</i>	Michael Rosemann
27 August	5th Australian Process Days conference, Sydney	<i>Improving Processes (Master Class)</i>	Michael Rosemann & Roger Tregear (Leonardo Consulting)
27 August	5th Australian Process Days Conference, Sydney	<i>Measuring Processes (Master Class)</i>	Michael Rosemann & Roger Tregear (Leonardo Consul.)
27 August	5th Australian Process Days Conference, Sydney	<i>Aligning BPM and SOA (Master Class)</i>	Marlon Dumas
28 August	5th Australian Process Days Conference, Sydney	<i>From Process to Application (Chair of Panel Discussion)</i>	Michael Rosemann
29-30 August	5th Australian Process Days conference, Sydney	<i>Conference Chair</i>	Michael Rosemann
24 October	SAP User Group Plenary. Melbourne, Australia	<i>Process Modelling 101</i>	Jan Recker
7 November	Shared Service Connection Conference, Brisbane	<i>Establishing Efficient Business Processes for Shared Services</i>	Michael Rosemann
7 November	Coreventus SOA Conference, Singapore	<i>SOA Governance</i>	Lawrence Lim
8 November	CIO Council Phone Conference	<i>Business Process Management</i>	Michael Rosemann
20 November	Microsoft Mixum,	"Slaying the Next Gen. Dragon: Games Research at QUT"	Ross Brown
26 November	ARK Conference Capitalising on Business Process Management, Melbourne	<i>Challenges for Business Process Modelling in Process-centric Organisations</i>	Jan Mendling

Date	Event, Location	Title	Presenter
4 December	5 th SAP Influencer Summit, Boston, MA, USA	<i>Participation in panel discussion on SAP education</i>	Michael Rosemann
5 December	Alphawest Business Process Management Briefing, Brisbane	<i>Process Oriented Information Strategies</i>	Karen Nelson
7 December	IQPC SOA Middle East Conference, Dubai, UAE	<i>SOA Governance</i>	Lawrence Lim
11 December	Visit by CCNU delegation, QUT. Brisbane	<i>Business Process Management and its Application to Screen Business</i>	Michael Rosemann & Chun Ouyang
13 December	Forum at Massey University, Auckland	<i>Approaches to the First Year Experience</i>	Karen Nelson