



Queensland University of Technology

Faculty of Science and Technology

Business Process Management Group

Annual Report 2008

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Impressum

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Preface

2008 has been without any doubt a year that brought the global financial crisis and with it a dramatic change of priorities. However, in light of all the observable changes the wide recognition of Business Process Management has remained stable. A process-centred approach to the design of organisations and systems is still seen as one of the most appropriate approaches towards the fast changing environmental challenges and opportunities. This meant that the comprehensive set of our activities continues to attract the global attention across industries.

First, in our research portfolio, we made substantial progress in our externally funded projects. In particular, we were able to develop deeper domain expertise in the three existing domains airport management, screen business and traumatology leading to some interesting commercialisation opportunities. We completed the development of a BPM maturity model, we further studied functional and non-functional properties of Business Process Modelling and overall contributed to the identification of important BPM research streams. An important extension to our research landscape has been the establishment of a Business Service Management group as part of our CRC Smart Services engagement. Again, we were able to publish our research in outlets with the highest global recognition.

Second, and a consequence of the current climate, we saw a massive uptake of our BPM offerings for under-graduate and post-graduate students. The new Masters in Business Process Management started successfully in the first semester 2008, and with 100 students enrolled in our two BPM cornerstone units 'Business Process Modelling' and 'Business Process Management' we provide some of the largest BPM coursework units.

Third, we were able to continue the expansion of our executive training delivered as part of QUT's Continuous Professional Education program. We are proud to announce that we are nationally recognised as one of the main providers of BPM training and expertise. 2008 saw the number of engagements increase dramatically and a significant expansion of our offering.

2008 was also a year of substantial organisational and personnel changes. Arthur ter Hofstede and Glenn Stewart were promoted to Full Professor, an obvious recognition of their international standing as thought leaders in their areas. We are also excited to welcome Jan Recker, a globally recognised IS researcher, as a new Senior Lecturer in our group.

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, May 2009*

Background to the Group

Business Process Management (BPM) continues to be the number one business priority for organisations as stated for the fifth year in a row by a Gartner Group report in January 2009. BPM has reached maturity as a discipline in its own right and attracts substantial interest from a fast growing community. As a research domain, 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 group dedicated to research and education in the area of Business Process Management. It is part of the Information Systems Program within QUT's newly formed Faculty of Science and Technology. The BPM group has a track record of 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 Professors, Associate Professors, Research Fellows, further academic staff, a number of international Post-doctoral 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. In 2008 we signed a collaborative agreement with Eindhoven University of Technology, a collaboration that further cements the already successful joint track record between these two large BPM research groups. We formalized our collaboration in an International Cooperation Agreement that will further nurture the synergies and, amongst others, will facilitate the free exchange of research students across our universities. 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 (both Australia). 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 headquartered at the Faculty of Creative Industries. A number of ARC Discovery and Linkage projects investigate various issues along the entire business process lifecycle together with our industry and academic partners. We also provide leadership to a significant project within 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.

The BPM Group Vision

The following vision statement and complementary values have been derived during our annual retreat in October 2008.

Our Vision

QUT's BPM Group is the global innovator in the area of Business Process Management. We draw from and positively impact the industry and community through the conduct and communication of valuable research following highest standards.

Our Values

Relevant and responsive

- We are working on research problems after we ensured the current or future (real world) industry demand.
- We are motivated to only work on projects of highest industry relevance.
- We listen to partners and use this interaction to identify problems that are worth a deeper research investigation.
- We value feedback from our surrounding communities including students, colleagues and industry partners, and adjust our direction based on it.

Focused

- We exclusively conduct research in the area of Business Process Management (BPM) and related disciplines (e.g. education, service management, visualisation).
- We maintain a BPM research portfolio that clearly articulates our research activities, their appropriateness and their interrelations.
- We continue to assess the relevance of BPM as our unit of analysis.

Comprehensive

- Our research covers a comprehensively defined BPM.
- We design and evaluate all type of BPM artefacts.
- We investigate research issues along the entire process lifecycle and include BPM research that goes beyond single processes.
- We conduct BPM research, education, training and consulting.

Agile

- We adopt to changing environments quickly.
- We do not defend research directions and methodologies without justification.
- We value the benefits of being an early investigator.
- We critically review, and adjust, research projects and foci where appropriate.

Rigorous

- We do not compromise the rigor of our research.
- We follow highest research and ethical standards.
- We maintain and develop our research methodology skills.
- We strive to continue learning to follow newest trends in research design and conduct.
- We learn from global thought leaders.
- Our partners trust our skills

Synergistic and cohesive

- We are building a cohesive body of BPM knowledge by leveraging synergies within our group.
- We rather re-use that develop.
- We are aware of and benefit from each other's research expertise and capabilities.
- We value shared resources.
- We acknowledge that benefiting from the group means contributing to it.
- We recognise that we work as a team.

Innovative and creative

- We are eager to identify and explore entire new BPM research.
- We acknowledge the risks of innovative and creative research.
- We allocate dedicated resources to innovation.
- We appreciate new ideas.
- We consider, and deploy, innovative methods of research.

Visionary

- We have a vision for the mid and long-term nature and impact of our research.
- We look for areas of BPM that become relevant in the short, mid and long term future.
- We are perceived as trend setting and inspiring.

Impacting and transforming

- We influence our ecosystem.
- Our impact is specific, measurable, achievable, realistic and time-bound. (SMART)
- We aim for impact that is fundamental and leads to transformations of projects, organisations, research directions or even paradigms.

Credible and capable

- We are one of the most trusted sources of BPM knowledge in the world.
- Our skills are not questioned by our ecosystem.
- We have the capabilities to conduct the required research.
- We have the highest internal quality requirements.

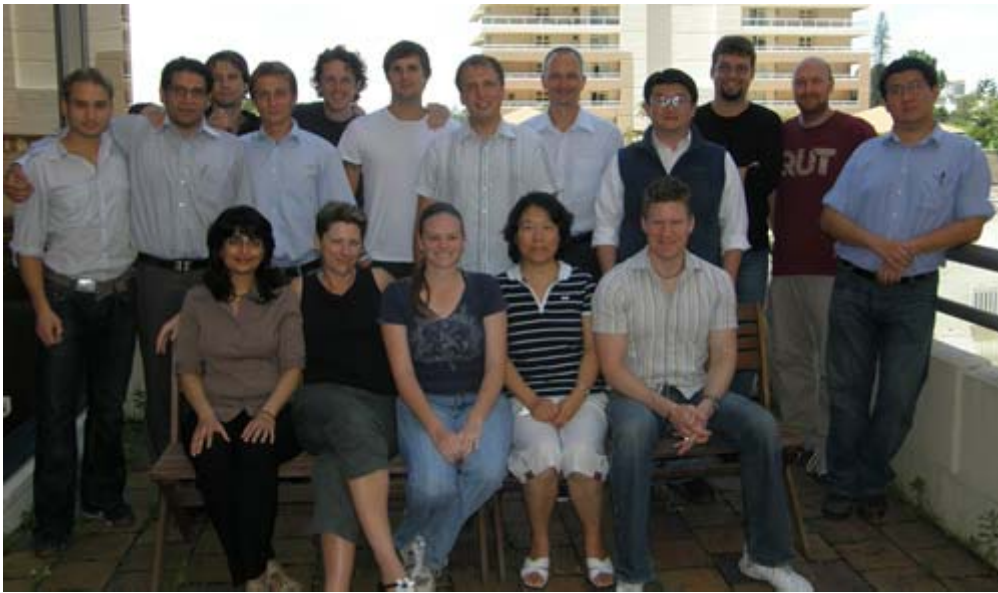
Nurturing

- The development of new BPM talent is important to us.
- We proactively identify group members in need of support.
- We define development pathways for various stages and directions of academic careers.
- We strive to nurture research students of highest international standards.

Diverse and social

- We value the strength of the relationships within our group and devote energy to maintain a positive spirit within the group.
- We appreciate the culture in our group and treat it as a key asset.
- We value the diversity in our group.
- We emphasis direct interactions and flat management structures.
- We value each individual of our team.

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. Together with the IT Professional Services Group under the leadership of Prof Guy Gable, we form the Information Systems Program at QUT, one of the largest IS Groups in Australia. 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, Professor Arthur ter Hofstede's interests lie in the area of process automation and workflow.

Name	Research areas
	<p>Professor Michael Rosemann Phone: +61 (0)7 3138 9473 Email: m.rosemann@qut.edu.au</p> <p>BPM Maturity BPM Governance Business Process Modelling Business Service Management BPM and Enterprise Systems</p>
	<p>Professor Arthur ter Hofstede Phone: +61 (0)7 3138 9474 Email: a.terhofstede@qut.edu.au</p> <p>Workflow E-Services</p>

A number of **academic staff members** were involved in the BPM Group in 2008, as shown below.

Name		Research areas
	<p>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>Professor Marlon Dumas</p> <p>Phone: +372 737 5473 Email: m.dumas@qut.edu.au</p>	<p>Business Process Management Enterprise Application Integration Service-Oriented Architecture Model-Driven Architecture</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 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 BPM Virtual Environments</p>
	<p>Dr Jan Recker Senior Lecturer</p> <p>Phone: +61 (0)7 3138 9479 Email: j.recker@qut.edu.au</p>	<p>Business Process Modelling BPM Standards Context-awareness</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 Verification</p>

In addition to our internal staff members, we significantly benefit from the contributions of two **Adjunct Professors** who are closely aligned with our BPM Group.

	<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

We are delighted to have international thought leaders regularly visiting our facilities in Brisbane, Australia, to spend time on networking, national and international collaboration, and to facilitate exchange of ideas. Detailed information about our visitors program can be found at www.bpm.fit.qut.edu.au/visitors.

In 2008, we had visits by the following scholars:



Prof Wil van der Aalst from Eindhoven University of Technology, The Netherlands, and Adjunct Professor at QUT visited our research group in January. 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.



Prof Roland Holten, Goethe University Frankfurt, visited our BPM Group in March and April as part of his sabbatical. Prof. Holten spent his time in Brisbane with revising his theory of information systems, meeting with students and staff, and collaborating with Dr Jan Recker in the design of a research methods course for higher degree research students. Both Roland and Jan successfully delivered this course to nine PhD students at the University of Frankfurt in January 2009.



Diana Heckl, Frankfurt School of Finance & Management, is a research associate and postgraduate student at the ProcessLab. She has studied Business Administration with focus on banking at the University of Cooperative Education Mannheim and then graduated from Frankfurt School of Finance & Management. Diana has worked at the DZ BANK AG with varied projects concerning, customer relation management (CRM), SAP and process problems, and Six Sigma. Diana visited our team for 7 weeks, between March – April in 2008. She conducted a study on Six Sigma practices in Australia during this visit.



Ahmad Alibabaei, Ph.D. Candidate at the Tarbiat Modares University, Iran, visited our group from May to end of the year for his sabbatical. During this time, he focused on the role of culture in BPM projects and the success and failure factors for implementation the BPM projects. In addition, he worked on joint publications related to this area.



Dr Michael zur Muehlen from the Stevens Institute of Technology, Hoboken, NJ, USA, visited our group from 16-26 March. Michael gave a presentation and participated in a panel discussion at the ACIS 2008 Conference and met with QUT and UQ students and staff as part of his role as a Partner Investigator in ARC Linkage and ARC Discovery projects. Our BPM Group has a long-standing relationship with the Stevens' Center of Business Process Innovation, and we are very happy that Michael found the time to visit us again.



Prof Peter Charmoni from the University Duisburg-Essen, Germany visited our group from 7-15 November, to initiate joint work in the new area of Business Process Intelligence. As part of his stay he met with various staff and students and gave a presentation at the BPM Group seminar series.



Mr 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 creativity-intensive business processes. He visited us from 4 November 2008 to 5 February 2009. During this time we further progressed a number of joint publications.

The QUT internal members of the BPM Group in 2008 are listed below.

Name	Position
Dr. Michael Rosemann	Group Co-Leader, Professor
Dr. Arthur ter Hofstede	Group Co-Leader, Professor
Dr. Marlon Dumas	Professor (20%)
Dr. Glenn Stewart	Professor
Dr. Wasana Bandara	Senior Lecturer
Dr. Ross Brown	Senior Lecturer
Dr. Jan Recker	Senior Lecturer
Dr. Michael Adams	Lecturer
Dr. Jan Mendling	Post-Doctorate (until 1 June)
Dr. Axel Korthaus	Post-Doctorate
Dr. Chun Ouyang	Post-Doctorate
Dr. Moe Wynn	Post-Doctorate/Lecturer
Kenneth Wang	Senior Research Associate/PhD Student
Lachlan Aldred	PhD Student
Tonia de Bruin	PhD Student
Stephan Clemens	PhD Student
Islay Davies	PhD Student
Mitra Heravizadeh	PhD Student
Thomas Kohlborn	PhD Student
Karsten Ploesser	PhD Student
Guy Redding	PhD Student
Marcello La Rosa	PhD Student/Senior Lecturer
Hui Min (Cherri) Tan	PhD Student
Stephen McIlvenna	Masters Student
Rashed Khan	Masters Student
Evan Chen	Research Assistant
Samia Mazhar	Research Assistant
Jessica Prestedge	Research Assistant
Mathias Kainzelsperger	Occupational Trainee



Post-Graduate Students in the BPM Group

By global standards 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 2008, the title of their research, their supervisory team, their expected completion date, and an abstract of their research.



PhD Students



Name: Karsten Ploesser

Email: karsten.ploesser@sap.com

Title: *Context-aware Business Process Design*

Principal Supervisor: Prof. Michael Rosemann

Associate Supervisor: Dr. Jan Recker

Expected Completion: March 2011

Abstract: How do business processes of an organisation react to external events such as natural disasters, interest rate changes, crude price hikes, or macroeconomic effects? In a recent example, a German bank lost €300 Million in a scheduled swap transaction to Lehman Brothers hours after the American investment bank had announced bankruptcy. The imminent threat caused by the 2008 financial crisis was apparently not on its radar screen. In systems thinking, the ideal state in which a system can respond to any disturbance to which it is exposed is described as requisite variety. Now, how can organisations leverage this principle in highly dynamic environments?

Conventionally, companies have modelled business processes in isolation from environmental factors. Such process models are optimised against a baseline of variables. While this may seem justified from a high level viewpoint, it seldom covers the variability required during process operations and certainly does not suffice to achieve requisite variety. Current research suggests that the study of the extrinsic properties of change may yield the answer to improved business process design.

Context-awareness in business process design studies the contextual variables that impact business process operations. This covers a wide spectrum of variables such as weather patterns, commodity prices, competitive environment, trends in the financial markets, regulatory environment, and trade policies. The study aims to develop a general model for context-awareness as well as artefacts that facilitate context-aware design of business processes. Areas of investigation are context planning and modelling, context learning, usage of industry-specific context taxonomies for best practice process modelling and benchmarking.



Name: Tonia de Bruin

Email: t.debruin@qut.edu.au

Title: *Business Process Management Maturity*

Principal Supervisor: Prof. Michael Rosemann

Associate Supervisor: Prof. Glenn Stewart

Final Seminar: 22 August 2008

Expected Completion: July 2009

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: Prof. Arthur ter Hofstede
Associate Supervisor: Prof. 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: Prof. Marlon Dumas and Prof. Peter Green (UQ)
Expected Completion: December 2009

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: Mitra Heravizadeh
Email: mitra.heravizadeh@gmail.com
Title: Making Business Processes Context-aware:
A Way to Support Knowledge-intensive Tasks
Principal Supervisor: Prof. Michael Rosemann
Associate Supervisors: Dr Jan Mendling, Dr Wasana Bandara
Expected Completion: May 2009

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: *Managing Variability in Process-Aware Information Systems*
Principal Supervisor: Prof. Marlon Dumas
Associate Supervisors: Prof. Arthur ter Hofstede,
Prof. Jan Mendling
Completed: April 2009

Abstract: Configurable process models are integrated representations of multiple variants of a process model in a given domain, e.g. multiple variants of a shipment-to-delivery process in the logistics domain. Configurable process models provide a basis for managing variability and for enabling reuse of process models in Process-Aware Information Systems. Rather than designing process models from scratch, analysts can derive process models by configuring existing ones, thereby reusing proven practices. This thesis starts with the observation that existing approaches for capturing and managing configurable process models suffer from three shortcomings that affect their usability in practice. Firstly, configuration is performed manually and as such it is error-prone. In particular, analysts are left with the burden of ensuring the correctness of the individualized models. Secondly, existing approaches suffer from a lack of decision support for the selection of configuration alternatives. Consequently, stakeholders involved in the configuration of process models need to possess expertise both in the application domain and in the modelling language employed. This assumption represents an adoption obstacle in domains where users are unfamiliar with modelling notations. Finally, existing approaches for configurable process modelling are limited in scope to control-flow

aspects, ignoring other equally important aspects of process models such as object flow and resource management. This thesis addresses the above shortcomings by proposing an integrated framework to manage the configuration of process models. The framework is grounded on three original and interrelated contributions: (i) a conceptual foundation for correctness-preserving configuration of process models; (ii) a questionnaire-driven approach for process model configuration, providing decision support and abstraction from modelling notations; (iii) a meta-model for configurable process models covering control-flow, data objects and resources.



Name: Guy Redding

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Completing: PhD

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

Principal Supervisor: Prof. Marlon Dumas

Associate Supervisor: Prof. Arthur ter Hofstede

Final Seminar: April 2009

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: Thomas Kohlborn

Email: t.kohlborn@qut.edu.au

Title: *Service Aggregation Management*

Principal Supervisor: Prof. Michael Rosemann

Associate Supervisor: Dr. Axel Korthaus, Dr Erwin Fielt

Expected Completion: January 2012

Abstract: Nowadays, organisations are specialising on their core competencies in order to cope with dynamic market conditions. Due to their specialisation, they are typically involved in one or more business networks to collaboratively fulfil customer demands. In an extreme case the organisation is constructed entirely from services (service-based view of the firm). These services can be provided by multiple entities within a business network. To successfully manage these multiple relationships and contractual arrangements, an adequate service portfolio management framework needs to be in place that allows an organisation to successfully compete at the market. Such a framework will guide the decision-making

processes of an organisation regarding its specific objects. For example, what services should be outsourced/insourced or what services should be aggregated based on consumer demand? In a typical multi-organisational service delivery and exchange model, where each organisation relies on services of partners within a value net, governance issues become important due to the disappearing (economic, legal, technical, etc) boundaries. This thesis primarily aims at developing such a framework.



Name: Hui Min (Cherri) Tan

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Title: *Business Process Management Governance*

Principal Supervisor: Prof. Michael Rosemann

Associate Supervisors: Prof. Glenn Stewart, Prof. Peter Green (UQ) and Dr Wasana Bandara

Expected Completion: December 2009

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: Vladimir Frolov

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Title: *Asset Management Process Modelling: Methodology and Application*

Principal Supervisor: Prof. Lin Ma

Associate Supervisors: Dr. Wasana Bandara, Dr. Yong Sun

Expected Completion: December 2009

Abstract: Engineering asset management is becoming an increasingly important discipline in asset-intensive industries and individual organisations. Asset management's multi disciplinary nature, however, has made it an immensely complex process in organisations. A growing need is emerging for organisations in designing, documenting and improving these complex asset management processes. This research looks to pioneer the development of the first comprehensive engineering asset management process modelling methodology (development and application), through the use of asset management process patterns. The successful development and validation of such a methodology will allow organisations currently

practicing asset management to systematically document, design and improve their asset management processes, in turn leading to a number of advantages such as: standardised representation of engineering asset management processes; time, cost and human-resource efficient process modelling initiatives; as well as effective process evaluation and standardised approaches to process design projects.



Name: Alexandra Jackson-Kokkonen

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Title: *Business Process Management Expertise*

Principal Supervisor: Dr. Wasana Bandara

Associate Supervisor: Prof. Michael Rosemann

Expected Completion: October 2009

Abstract: As medium and large organizations attempt to become more Business Process focused and oriented, managing their Business Processes accordingly, Business Process Expert roles are increasingly being introduced. Whilst great attention is being paid to the technological aspect of Business Process Management, relatively little work has been done concerning the People factor of BPM and the characterisation of BPM Expertise. As a result, there appears to be little common understanding of what the term 'Business Process Expert' is and means in practice; it's characterisation or what the fundamental attributes of BPM Expertise, and their structure, interrelationships and dynamics are. There are direct implications of the meaning and characterisation of BPM Expertise as a key strategic component itself, as well as for those involved in BPM and BPM strategic development, and the recruitment, development and education of people in organizations. Understanding the characterization of BPM Expertise is a predecessor to being able to develop it. Whilst there is a substantial body of knowledge on expertise in general, relatively little has been accomplished to investigate the development of expertise, contributing to the void in the understanding of the implications for the attributes and dynamics of BPM Expertise at all organizational levels. The aims of this research are firstly to address the question 'what is BPM Expertise?' including exploration, explanation, definition and critique of the terms 'BPM Expertise' and 'Business Process Expert'. Secondly to identify, describe and define the key attributes characterising 'BPM Expertise', outlining their structure, dynamics and interrelationships, and the corresponding major implications for organizations, the fields of BPM and expertise. Finally, the development of a comprehensive A-priori model of the attributes characterising BPM Expertise, with a view to facilitation of BPM education, for all business process stakeholders, at all organizational levels particularly management.



Name: Sebastian Reiter
Email: sebastian.reiter@student.qut.edu.au
Title: *Cultural Impacts on Business Process Management*
Principal Supervisor: Prof. Glenn Stewart
Associate Supervisor: Prof. Michael Rosemann,
Prof. Christine Bruce
Expected Completion: December 2011

Abstract: Rapid changes in the economic development and pressure on the stock markets have caused enterprises to become more and more pronounced by their growth and financial success. Due to intensified competition and changes in values, fundamental structural changes are becoming increasingly important. Recently, many expanding organizations consist of diverse cultures are trying to understand how Business Process Management (BPM) can survive in these diverse cultural environments. These environments involve cultural patterns, perceptions and stereotypes that are critical for the success of these organizations.

Cultural impacts on BPM have in fact crucial influence on organizations with global operations and/or organizations that run global projects in diverse cultures. This influence is of importance towards the continuous improvement and advancement of many organizations with different cultures. In addition, the efficiency and effectiveness of these organizations as well as the customer's satisfaction can be greatly affected. Hence, the knowledge and understanding of cultural impacts on BPM is an important factor towards the success of these organizations. The aim of this project is thus to incorporate cultural aspects into BPM and to propose a suitable framework which can be utilized within various organizations to ensure that they are well understood, integrated, applied and lived across organizations with diverse cultures.



Name: Lachlan Aldred
Email: l.aldred@qut.edu.au
Title: *Fundamentals of Business Process Integration*
Principal Supervisor: Prof. Arthur ter Hofstede
Associate Supervisor: Prof. Marlon Dumas
Completed: September 2009

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.

Masters Students

Name: Chhiu Se Kaing

Email: chhiu.kaing@student.qut.edu.au

Title: 3D Visualisation of Agent Based Simulation of Business Processes

Principal Supervisor: Dr. Ross Brown

Expected Completion: September 2012

Abstract: Business process re-engineering (BPR) projects can be large and complex undertakings that require significant involvement from many key stakeholders. These stakeholders need to visualise business process models and their execution scenarios in order to provide constructive input to the analysis of the current and future state business processes as part of a BPR project. In this regard, agent-based simulation has proven its usefulness, especially as a tool to analyse emergent behaviour in human based systems. Building on the momentum from the BPM research group into the integration of YAWL and Second Life to establish a 3D virtual environment for business process execution, this research project aims to address issues associated with extending the integration to encompass agent-based simulation of business processes.



Name: Rashedul Khan

Email: r.khan@student.qut.edu.au

Title: Sustainable BPM in the Australian Financial Industry

Principal Supervisor: Dr. Jan Recker

Expected Completion: January 2013

Abstract: Redundant yet highly expensive business processes are plaguing the Australia financial industry by causing major overhead and having negative impact on productivity and the profitability of the organisations. Due to unsustainable nature of most of the implemented processes it requires smaller and medium processes to be established for support hence there are so many redundant processes that are crippling the financial organisations like Suncorp. This research aims to investigate and critically analyse the current BPM models in place in large financial organisations such as Suncorp, Commonwealth Bank etc. Then apply that knowledge to formulate a sustainable business process management model to increase efficiency and productivity of the organisations.



Student Completions in 2008

2008 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: Jan Recker

Email: j.recker@qut.edu.au

Title: *Understanding Process Modelling Grammar Continuance*

Principal Supervisor: Prof. Michael Rosemann

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

Final Seminar: November 2007

Doctorate Awarded: April 2008

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. The research model was 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 incorporated findings from an explorative multiple case study in Australia comprising two series of nineteen semi-structured interviews with process modellers. The research model was tested and validated by means of a web-based survey with 590 process modellers world-wide. The thesis was awarded the ACPHIS Information Systems Doctoral Thesis Award 2008, and was runner-up to the ICIS 2008 ACM SIGMIS Doctoral Dissertation Award.



Name: Kenneth Wang

Email: kw.wang@qut.edu.au

Title: Interface Adaptation for Conversational Services

Principal Supervisor: Prof. Marlon Dumas

Associate Supervisor: Dr Chun Ouyang

Completed: 14 January 2009

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 foreseen during their development or deployment. This means that over its lifetime, a service is likely to be reused across multiple interactions, such that in each of them a different interface is required from it. Implementing, testing, deploying, and maintaining adapters to deal with this multiplicity of required interfaces can be costly and error-prone. The problem is compounded in the case of services that do not follow simple request-response interactions, but instead engage in conversations comprising arbitrary patterns of message exchanges. 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 ways not originally foreseen.

This project addresses one aspect of service mediation, namely service interface adaptation. This problem arises when the interface that a service provides does not match the interface that it is expected to provide in a given interaction. Specifically, the thesis focuses on the reconciliation of mismatches between behavioural interfaces, that is, interfaces that capture ordering constraints between message exchanges. We develop three complementary proposals. Firstly, we propose a visual language for specifying adapters for conversational services. The language is based on an algebra of operators that are composed to define links between provided and required interfaces. These expressions are fed into an execution engine that intercepts, buffers, transforms and forwards messages to enact the adapter specification. Secondly, we endow such adapter specifications with a formal semantics defined in terms of Petri nets. The formal semantics is used to statically check the correctness of adapter specifications. Finally, we propose an alternative approach to service interface adaptation that does not require hard-wired links between provided and required interfaces. This alternative approach is based on the definition of mapping rules between message types, and is embodied in an adaptation machine. The adaptation machine sits between pairs of services and manipulates the exchanged messages according to a repository of mapping rules. The adaptation machine is also able to detect deadlocks and information loss at runtime.

Post-Doctorates in the BPM Group

There were three post-doctorate members in the BPM Group in 2008. 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 Axel Korthaus

Email: axel.korthaus@qut.edu.au

Year completed PhD: 2001

University where completed PhD: University of Mannheim, Mannheim, Germany

PhD title: *Component-Based Development of Computer-Supported Business Information Systems*

Project with the BPM Group: I am managing the ARC Linkage project “Service Ecosystems Management for Collaborative Process Improvement” (partners: QUT, SAP Research, Queensland Government), in which we investigate aspects of Service Analysis and Design, Service Governance, Service Discovery and Service Delivery & Brokerage in emerging service-oriented business networks.

Length of time at QUT: since March 2008

What you like about working in the BPM Group: I highly esteem the opportunity to work in this very dynamic and successful environment of brilliant researchers in the areas of BPM and SOA and to engage in exciting applied, industry-related research with partners such as SAP Research and the Queensland Government. Moreover, it’s an absolute pleasure to have met so many fantastic people with very different backgrounds and to spend not only my work life but also large parts of my private life together with them.



Name: Dr Jan Mendling

Email: contact@mending.com

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: July 2007 – July 2008

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: 4 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.

BPM Group Meeting Activities for 2008

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

The BPM Group hosts a regular BPM Research Seminar series. In 2008, we were again able to attract some of the world's foremost BPM and IS researchers and thought leaders to our group including Paul Harmon, Andrew Burton-Jones and Alan Hevner. 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 2008. Please contact Dr Chun Ouyang (c.ouyang@qut.edu.au) for further information about seminars, and subscription to the seminar list.

Date	Speaker	Topic
7th February	Stefan Winkens	<i>Measurement Framework for SOA Governance</i>
14th February	Mitra Heravizadeh (AMRO Morgans, Part-time PhD at BPM Group)	<i>Making Business Processes Context-aware: A Way to Support Knowledge-intensive Tasks</i>
21st February	Ingo Weber (SAP)	<i>Semantic Support for Execution-level Process Modeling: Service Composition and Semantic Process Validation</i>
28th February	Jamie Cornes (Suncorp)	<i>Process Management vs. Agile Development - is it war or marriage?</i>
13th March	Gaby Doebeli (Queensland Rail)	<i>Change of Business Model - From a Integrated to a Multi Company Railway business</i>
27th March	Bob Risson (Ergon Energy)	<i>Constructing a whole of business process model</i>
27th March	Massimiliano de Leoni (SAPIENZA – University of Rome)	<i>Visual Support for Work Assignment in Process-aware Information System</i>
3rd April	Samia Mazhar & Jerome Caillot (The BPA Group)	<i>Process simulation: A tool for ROI or change management</i>
10th April	Roland Holten (Johann Wolfgang Goethe University)	<i>Information Systems Engineering. What it is and its foundations</i>
17th April	Diana Heckl (Frankfurt School of Management and Finance)	<i>Business Process Controlling in the Financial Services Industry</i>
24th April	Axel Korthaus	<i>The CollaBaWue Project - Collaborative, Component-Based Business Application Software Development in Baden-Württemberg, Germany</i>

19th June	Ross Brown	<i>The Task Oriented Visualisation Generator: An Extended Approach to Business Process Model Visualisation</i>
10th July	David Burke (Oracle)	<i>The Oracle Unified Method</i>
17th July	Jan Recker	<i>An Examination of Activity Labeling Practices in Process Modeling</i>
7th August	Erwin Fiel (Telematica Instituut, The Netherlands)	<i>Multi-channel service delivery by government organisations</i>
18th August	Paul Harmon (Executive Editor, BPTrends)	<i>Process and the Organisation</i>
2nd October	Peter Reimann (University of Sydney)	<i>What can process and workflow modeling contribute to educational computing?</i>
9th October	Alan Hevner (University of South Florida)	<i>Design Science Research in Information System: Tri-Cycles and Hula Hoops</i>
13th November	Peter Charmoni (University of Duisburg-Essen)	<i>Business Intelligence and Data Warehousing</i>
20th November	Allan Mortan	<i>If you can't measure it you can't manage it</i>
27th November	Andrew Burton-Jones (University of British-Columbia)	<i>Guidelines for Empirical Evaluations of Conceptual Modeling Grammars</i>
5 th December	Marcello La Rosa	<i>PhD thesis final seminar</i>
18th December	Stefan Seidel (University of Muenster)	<i>Using Grounded Theory in BPM Research: A Study of Creativity-intensive Processes</i>



Awards and Recognitions in 2008



Dr. Jan Recker won the annual award for the best Australasian Information Systems thesis. The title of his thesis was “*Understanding Process Modelling Grammar Continuance*”. 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 Jan with Prof. David Wilson during the award ceremony at the Australasian Conference of Information Systems in Christchurch, New Zealand early December. This is the second time in a row that a PhD student from our group is the winner of this very prestigious award after Dr Wasana Bandara won the award in 2007.

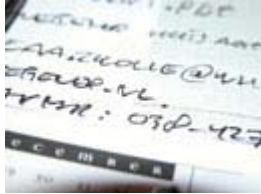
Jan also was Runner-Up to the global ICIS 2008 ACM SIGMIS Doctoral Dissertation Award. He was on the shortlist consisting of three candidates for the title of the worldwide best PhD thesis in Information Systems. While missing out on first price, this is an outstanding achievement.

In 2008 Dr. Arthur ter Hofstede and Dr. Glenn Stewart were promoted to Full Professor.

Prof. Michael Rosemann and Dr. Jan Recker were both awarded the 2008 LEX Performance Award for Best Teaching Overall by Student Evaluation within QUT’s Faculty of Information Technology.

Consulting and Professional Education Services

www.bpm-training.com



“ A number of RoadTek staff have recently completed Business Process Management Training with QUT as a means of understanding how best to identify areas for process and organisation improvement in RoadTek.

The training occurred at a high level and was excellent for RoadTek's business needs. Since we did the training we have been inundated by business areas requiring assistance to analyse their business and project areas.

As the director who undertook the course I personally recommend it and will be spreading the methodology through the Financial Services area I manage as well as the rest of RoadTek.”

*Stephen Harbot , Director (Financial Services)
Commercial Business Support*

The increased popularity and maturity of Business Process Management is reflected in the significant interest in our consulting and executive training services. These seminars are typically packaged as 2 to 10 day courses and delivered as in-house seminars to 5-20 participants. Overall we trained more than 250 BPM Professionals this year. The following table provides an overview about the seminars we conducted in 2008 as part of QUT's Continuous Professional Education (CPE) Program.

Besides substantial interest from Queensland Government Departments and Agencies, we also delivered a two day seminar on BPM and Six Sigma as part of the CPA Australia educational offerings in most Australian capitals.

The interest in our education services remains high and in 2009 we will conduct, amongst others, 2 seven-day training programs for the Australian Federal Police and IP Australia and a Six Sigma course for Stanwell.

2009 will also see a significant extension of available courses and an increase in the pool of available and thoroughly educated instructors. In particular, we plan to extend our offering in the area of Business Service Management / SOA. Furthermore, we will start providing online versions of selected course contents.

Organisation	Days	When	Participants	Instructor(s)
Department of Justice, Brisbane	9	February- May	54	Michael Rosemann Jan Mendling Moe Wynn Tonia de Bruin Wasana Bandara Marcello La Rosa
Shared Services Agency, Brisbane	8	June- October	55	Michael Rosemann Jan Recker Marcello la Rosa Moe Wynn
IP Australia, Canberra	2	August	1	Tonia de Bruin
Department of Education, Brisbane	3	August	20	Jan Recker Marcello la Rosa Moe Wynn
CPA Australia, various cities	8 x 2	April- September	Approx. 100	Michael Rosemann Jan Recker Wasana Bandara
Queensland Health, Brisbane	1	October	10	Michael Rosemann Jan Recker
Ausenco, Brisbane	3	October- December	24	Jan Recker

Australian BPM Community of Practice

<http://bpm-collaboration.com>

“Improving the quality and increasing the efficiency and effectiveness of Australian BPM initiatives has been the ultimate goal of the BPM Roundtable community when it was established in 2004. Together with the local BPTrends forums, these communities provide, by worldwide standards, a rich network of BPM expertise.

This collaborative BPM online solution provides the supporting platform for all interactions within and between these communities and its members.

We encourage you to share your experiences, to interact with your peers and to benefit from the comprehensive knowledge that you can find in this platform.

While our BPM communities and this solution provide a fertile ground for the collaborative development of methodologies, we require the contributions of each of our members to achieve the full benefits.

In this sense, we look forward to your input and critical feedback.”

Michael Rosemann & Jamie Cornes (Suncorp)

The Australian Community of Practice (previously 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 2008 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.

In 2008, we had three one day meetings.

On 7 February, the national BPM community came together at NICTA in Canberra with Dr Jonathan Gray being the host. We summarised and reviewed our 2007 collaborative efforts on the ‘process of process improvement’. Further discussions were dedicated to ‘selling BPM’, process metrics and the differences between BPM in the private and public sector.

On 8 May, Michael Genrich and his team from Fujitsu Brisbane were the host of the 15th meeting of the community. The day included presentations from Fujitsu, Rio Tinto and Queensland Investment Corporation. Stephen Klineberg from Woolworths facilitated a conversation on selecting a process modelling tool. We presented our

work on the service portfolio of a BPM Centre of Excellence and feedback was gathered for the new BPM community platform.

The third and final meeting in 2008 took place on 18 September at CSC in Sydney. Graham Robinson was the host and he gave the opening presentation in which he reviewed process redesign experiences within his own organisation. Further presentations from HSBC, Fosters, Westpac and MDA National completed the day. Jan Recker and Tonia de Bruin presented a new research project on 'BPM Success Management'.

The most tangible deliverable of this community in 2008 has been the significantly revamped web platform that can be found at <http://bpm-collaboration.com>. It now includes all the essential features of a collaborative platform and is already densely populated with papers, blogs, videos, pools, discussions and member demographics. Driven and managed by Jamie Cornes from Suncorp, this platform attracted already more than 150 national BPM professionals. An impression of the look & feel of this platform can be found below.

BPM
collaboration.com

Question of the Week:
Will you volunteer your skills to work on climate change?
answer here

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Welcome

To members of the Australian BPM Community

Feature Article

This month we are happy to present a two part feature:

1. BPM Support Office: What are your services?

Published by Michael Rosemann in the middle of last year this paper introduces 15 services that a BPM Support Office may provide.

2. Michael Rosemann on ARIS TV.

In a recent follow up to the article, Michael's interview for ARIS TV highlights how the services can be used as a key component of your strategic planning for a BPM Support Office.

How to contribute

There are many ways that you can contribute to the site, click here to learn more.

Recent Articles

- EPC process modelling survey
- Online survey - integration of BPM and BI
- Quality Learning

Popular Articles

- Question OTW
- Membership
- Question of the Week (week 1)

Meet a practitioner

Each month we invite a member to introduce themselves to the community.

Paul Walsh

Paul is a Senior Business Analyst in the Department of Climate Change.
Read more about Paul [here](#) ...

Quick Poll

I'd be most interested in research about ...

- BPM Maturity Management / BPM Strategy
- BPM Governance
- Process Modelling



Research Grants

The BPM group has been successful in acquiring grants to further our research. Below is a list of grants active in 2008, and each project is then briefly described.

CRC Smart Services

- Business Service Management
 - Process-Centred Service Prioritization
 - Service Portfolio Management

ARC Centre of Excellence

- ARC Centre of Excellence for Creative Industries and Innovation

ARC Research Network

- Enterprise Information Infrastructure

ARC Discovery

- Rapidly Locating Items in Distribution Networks with Process-Driven Nodes
- Next-Generation Reference Process Models

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

Other Funded Projects

- Educational Workflows and Digital Story Telling
- A Reference Process Model for Multi-Trauma Patients

CRC Smart Services

- www.smartservicescrc.com.au



Grant Scheme: Collaborative Research Centre

Contact: Michael Rosemann (Project Leader)

Project members: Michael Rosemann, Queensland University of Technology
Glenn Stewart, Queensland University of Technology

Industry partners: Queensland Government

Infosys

Suncorp

Telstra

The Smart Services CRC is a \$120m, commercially focused collaborative research initiative, developing innovation, foresight and productivity improvements for the services sector. Services is the largest sector of the economy representing approximately 80% of Australia's GDP and 85% of employment. Within the services industries Smart Services' initial programmes will be customer-focused with outcomes translatable across the whole services sector. Initial research outcomes and demonstrators will principally be associated with the digital media, finance and government sectors (including the health sector) to develop exciting new capabilities and demonstrate the breadth of the applicability of our work.

Smart Services is a research and development partnership between 10 major industry players and six Australian universities, funded by the private sector and governments under the Australian Government's Cooperative Research Centre program. Its aim is the creation of research-enabled commercial outcomes for its partners.

Major investors and partners include Fairfax Digital, Infosys, RACQ, SAP, Sensis, Suncorp, Telstra Business, Telstra Enterprise & Government, AARNet, Austin Health, the NSW and Queensland State Governments, Queensland University of Technology, the Royal Melbourne Institute of Technology, Swinburne University of Technology, University of New South Wales, University of Sydney, and University of Wollongong.

“Process-centred Service Prioritisation”

Leader: Professor Glenn Stewart

Summary: In the resource constrained business world, strategic choices must be made on process improvement projects and service delivery. To aid in this, the strategic business leader needs to know which processes are most critical to the organisation, and which of these can be delivered as services. This research project applies a tested methodology for identifying critical processes, and from this set, develops generic reference models, which serve as a means of identifying potential services.

This service eco-system visualisation provides the business leader with the information needed to make the strategic business choices, and the software developer with the identification of strategic services, from which to develop smart services. Business Process Reference Models provide a visualisation of inter and intra-organisational processes. Is it possible to use these reference models to identify services? From these process maps, this research will identify those processes most critical to the business and from this determine which are most strategic for service development from the organisation’s perspective. Investigations will also be undertaken to determine the criticality from the systems perspective.

“Service Portfolio Management”

Leader: Professor Michael Rosemann

Summary: This work package is dedicated to the development of a solution for the emerging profile of a service portfolio manager. The aim is to develop a framework for the classification and comparison of services in a specific sector (e.g. government). Multi-dimensional portfolio management approaches will be used for enquiries against this set of consistently defined services. A service portfolio in its simplest form would visualise a selected set of services in a two-dimensional diagram with each of these dimensions depicting an area of interest (e.g. degree of strategic alignment, potential for online delivery). As such, this work-package will enrich current service descriptions by focussing on the areas of interest of (service portfolio) managers. This explicitly covers services which have been defined but do not yet exist.

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 for Creative Industries and Innovation”

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

Investigators: Professor Michael Rosemann
Professor 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 2008, we invested significant resources into further developing 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. 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. In May/June 2008, a variant of YAWL4Film was used during the shoot of the movie “Prime Mover” on location in Dubbo, NSW, produced by the independent production company Porchlight Films.

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 a complementary stream of research, we investigate ways of how ‘pockets of creativity’ can be managed within business processes. This work is conducted by Stefan Seidel, affiliated member of our BPM Group and based at ERCIS in Muenster, Germany.

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 Xiaofang Zhou (UQ)

Investigators: Professor Michael Rosemann
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.

This project involves research partners from The University of Queensland and Curtin University.

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 two Discovery.

“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.

Recent Publications:

- A. Rozinat, M.T. Wynn, W.M.P. van der Aalst, A.H.M. ter Hofstede, and C.J. Fidge. **Workflow simulation for operational decision support.** *Data & Knowledge Engineering* (accepted 16 December 2008).
- A. Rozinat, M. Wynn, W.M.P. van der Aalst, A.H.M. ter Hofstede, and C.J. Fidge. **Workflow Simulation for Operational Decision Support Using Design, Historic and State Information.** In Proceedings of the *6th International Conference on Business Process Management (BPM 2008)*, Milan, Italy, September 2008.

“Next-Generation Reference Process Models”

Grant Number: DP0665480

Chief Investigators: Prof. *Michael Rosemann*, Queensland University of Technology

Prof. Arthur ter Hofstede, Queensland University of Technology

Prof. Marlon Dumas, Queensland University of Technology

Partner Investigators:

Prof. Wil van der Aalst, TU Eindhoven, The Netherlands

Assist. Prof. Michael zur Muehlen, Stevens Institute of Technology, Hoboken, NJ, USA

Members: Dr Jan Mendling (until 1 June 2008)

Dr Jan Recker

Mr Marcello La Rosa (PhD Student)

Budget: \$ 282,000

Period: 2006-2008

Project Goals. The main *aim* of the project is the development and implementation of a configurable and executable business process modeling language, which will lead to next-generation reference process models. The project outcomes will not only support the tool-based configuration of selected reference models (for the first time), but will also facilitate the workflow-based execution of the individualized reference models.

Progress in 2008. A configurable reference process model for screen post-production was developed and validated in collaboration with the Australian Film Television & Radio School (AFTRS). The process model was designed in the C-EPC notation and then linked to a questionnaire model that captures the variations of the former in natural language. Meanwhile, a popular industry model for logistics and supply chain management – the VICS model – was translated into the configurable extension of the YAWL language. These two tasks dominated activity in 2008. Work was completed on the extension of the C-EPC language to incorporate variations in the organizational resources and business objects that participate in a process. Work continued on the development of the prototype toolset Synergia to add support for staged, correctness-preserving configuration of process models. This toolset allows process models to design configurable processes in the C-EPC and C-YAWL notations, to design questionnaire models, and to link the latter to configurable processes for their configuration. It is expected that this tool will be used in teaching at AFTRS in combination with the reference process model for post-production.

The following article already attracted 133 citations and has the 5th highest number of citations p.a. in the journal *Information Systems* (ERA: A-rated):

M. Rosemann, W. van der Aalst: A Configurable Reference Modelling Language, *Information Systems*, Vol. 32 (1), 2007, pp. 1-23.

Recent Project Outputs

- F. Gottschalk, W. van der Aalst, M.H. Jansen-Vullers and M. La Rosa. Configurable Workflow Models, *International Journal of Cooperative Information Systems*, Vol. 17 No. 2 June 2008.
- M. La Rosa, Wil van der Aalst, M. Dumas and A. ter Hofstede. Questionnaire-based Variability Modeling for System Configuration, *Software and Systems Modeling*, Vol. 8, No. 2, 2008.
- M. La Rosa and M. Dumas Configurable Process Models: How To Adopt Standard Practices In Your How Way? *BPTrends Newsletter*, November 2008.
- Guenther, C., Rinderle-Ma, S., Reichert, M., van der Aalst, W. M. P., Recker, J. (2008): Using Process Mining to Learn from Process Changes in Evolutionary Systems. *International Journal of Business Process Integration and Management*, Vol. 3, Iss. 1, pp. 61-78.
- M. La Rosa, M. Dumas, A. ter Hofstede, J. Mendling, F. Gottschalk, Beyond Control-Flow: Extending Business Process Configuration to Roles and Objects. In *Proceedings of the 27th International Conference on Conceptual Modeling (ER 08)*, Springer-Verlag 2008.
- W. van der Aalst, M. Dumas, F. Gottschalk, A. ter Hofstede, M. La Rosa, J. Mendling, Correctness-Preserving Configuration of Business Process Models. In *Proceedings of Fundamental Approaches to Software Engineering (FASE 08)*, Budapest, Hungary. LNCS Vol. 4961, pp. 46–61, Springer-Verlag 2008.

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.

“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 Prof Peter Bruza Dr Taizan Chan Dr Alistair Barros (SAP) Dr Paul York (Queensland Government)
Members:	Dr Axel Korthaus (Post-Doc) Thomas Kohlborn (PhD Student) Stefan Winkens (German Masters)
Budget:	\$ 259,000 from the ARC \$ 120,000 from SAP \$ 120,000 from Queensland Government
Period:	2007 - 2010

The aim of this project is to design and evaluate innovative service lifecycle management methods that pro-mote collaboration and service sharing across organisations. The project is structured into four work packages: service analysis and design, service governance, service discovery and service brokerage. The project achieved its goals for 2008. Two milestone presentations in April and September 2008 involving all key stakeholders and a meeting with the Head of SAP Research were held to discuss the status of this project in detail with all project partners.

In the Service Analysis and Design (SAD) work package, the core outcome has been a holistic consolidated SAD methodology taking both business and software services into account, thus addressing an existing gap in the literature. Parts of the proposed methodology were applied and validated in case studies with Suncorp, Brisbane, and the Queensland Government, Office of the CIO. The approach was also discussed with enterprise and software architects at Landgate, Perth. The methodology will be published in the journal IEEE Transactions on Services Computing, January 2009.

In the Service Governance work package, our work has progressed well towards the development of a reference model for the organisational aspects of SOA governance. An initial framework has been developed and validated in a field study at Landgate, Perth. Further validations with additional case studies (e.g. Suncorp, Brisbane;

Woolworths, Sydney) have been conducted or prepared in the last quarter of 2008. At the core of this approach are so-called RACI charts on three different management levels, which document and propose accountabilities and responsibilities of dedicated roles along the service lifecycle.

The Service Discovery work package seeks to develop a service discovery approach which is appropriate for a service ecosystem. The proposed solution is a semantic bottom up approach based on Semantic Space Models. So far, the work package has established and enhanced a Semantic Space Model based on existing work, topic distillation has been developed and the quality of the semantic vectors has been verified in a detailed empirical study submitted for academic review. Currently, the development of mathematical models and evaluations for a distributed application are starting. Currently, an integration of the service discovery prototype with the service delivery platform prototype developed in the fourth work package is being conducted. In the 2008, the Service Delivery and Brokerage work package has identified service delivery roles, conceptualised a Reference Architecture for a Service Delivery Framework and implemented it as a prototype. Moreover, requirements for an emerging Service Description Model were provided, the model was validated based on a survey of existing service and application marketplaces and platforms, and it finally was integrated into a Universal Service Description Language (USDL) within a larger context at SAP.

Accepted Journal Publications:

- Chr. Riedl, T. Böhm, M. Rosemann and H. Krcmar: „Quality Management in Service Ecosystems“, in: *Information Systems and E-Business Management*, Vol. 7, No 2 (2009), pp. 199-221.
- Th. Kohlborn, A. Korthaus, T. Chan, and M. Rosemann: “Identification and Analysis of Business and Software Services - A Consolidated Approach”, *IEEE Transactions on Services Computing*, 2009, 2 (1), pp. 1-15.

Moreover, two conference papers in refereed proceedings and eleven other types of academic output (including one Australian Master thesis and four German Master theses as well as several internal reports) were the intermediate outcome of this project so far.

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)

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: This project has now been completed. The project yielded the following contributions:

- i) A declarative and high-level language for reconciling differences between service interfaces
- ii) An interactive browsing and analysis tool for data services
- iii) A formal foundation for specifying adapters between heterogeneous services
- iv) An architecture and a system for activity monitoring and visualization in services oriented architectures
- v) An architecture and a system for deploying applications in multi-platform environments
- vi) A rule-based framework for activity monitoring and a prototype system for detecting duplicate invoices. The rule-based framework for detecting duplicate invoices has been integrated into SAP Financial system (FI).

Selected publication in 2008:

- M. Dumas, B. Benatallah and H.R. Motahari-Nezhad. Web Service Protocols: Compatibility and Adaptation. *Data Engineering Bulletin* 31(3):40-44, 2008.
- K. Wang, M. Dumas, C. Ouyang, J. Vayssiere. The service adaptation machine. In Proc. of 6th European Conf. on Web Services, ECOWS 2008 (Dublin, Nov. 2008), IEEE CS Press.

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

Grant Number: LP0562363
Industry Partner: FlowConnect
Administering Institution: Queensland University of Technology
Investigators: Prof Marlon Dumas
Prof Arthur ter Hofstede
Mr Adrian Iordachescu (Partner Investigator, FlowConnect)
Ms Jarka Sipka (Partner Investigator, FlowConnect)
Budget: \$ 72,444
Period: 2005-2008

Summary: Mainstream business process modelling techniques promote a design paradigm wherein the activities to be performed within a case, together with their usual execution order, form the backbone of a process model, on top of which other aspects are anchored. This paradigm, while effective in standardised and production-oriented domains, shows some limitations when confronted with processes where case-by-case variations and exceptions are the norm.

In this project, we have explored the idea that the effective design of flexible process models can be facilitated by decomposing process models according to key business objects, rather than using activity-based decompositions.

The project has led to the definition of a notation for object-centric process modelling notation specifically tailored to capture flexible processes. The notation has been used to capture a set of human service delivery processes. The case study demonstrated that the proposed notation addresses several key flexibility requirements encountered in this domain. As part of the project, we have also implemented a graphical editor supporting the design of process models in this notation.

Selected publication in 2008:

- G. Redding, M. Dumas, A.H.M. ter Hofstede, and A. Iordachescu. Generating Business Process Models from Object Behavior Models. *Information Systems Management* 25(4):3-15. October 2008. Taylor & Francis.

“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)

Dr Jan Recker (QUT)

Ms Hui Min Tan (QUT)

Ms Malini Jayaganesh (Monash)

Budget: \$ 230,000 from ARC

\$ 90,000 from SAP

Period: 2005-2007

The main aim of this project is to improve the quality of enterprise-wide business modelling initiatives with a focus on projects driven by Business Process Management. The project concentrates on issues related to “modelling in the large”, in particular, the representation of large-scale models and the design, communication, maintenance and use of a number of interrelated models by a team of modellers. It includes both conceptual models that are developed within organisations and the reference models that describe enterprise systems such as SAP.

In 2008, two PhD students are working as part of this project. One candidate has submitted the first four chapters of her thesis for review and we are confident that her thesis will be submitted in the first half of 2009. A second PhD student, based at the University of Melbourne, has unfortunately suffered from sickness and was unable to progress for most of 2008. She is now back on board and we are confident that the comprehensive data she collected will be summarised very soon. A paper summarising her current work will be presented at the European Conference of Information Systems 2009. In a third and very successful stream of this project, we have studied the uptake of BPMN as the most popular process modelling technique in very large modelling projects and conducted an ontological analysis of BPMN. Finally, we studied the impact of context on large process models.

Recent Project Outcomes

- M. Indulska, J. Recker, M. Rosemann, P. Green: Representational Deficiencies of Process Modelling Languages. Proceedings of the 16th European Conference on Information Systems, Galway, Ireland, 9-11 June 2008.
 - zur Muehlen, M., Recker, J. (2008): How Much Language is Enough? Theoretical and Practical Use of the Business Process Modeling Notation. In Z. Bellahsene and M. Leonard (eds.): Advanced Information Systems Engineering - CAiSE 2008. Lecture Notes in Computer Science, Volume 5074. Springer, Montpellier, France, pp. 465-479.
 - J. Recker, M. Rosemann: Measuring Perceived Representational Deficiencies in Conceptual Modeling: Instrument Development and Test. Proceedings of the International Conference on Information Systems (ICIS 2008), Paris, 14-16 December 2008.
 - M. Rosemann, J. Recker, and C. Flender: Contextualisation of Business Processes. International Journal of Business Process Integration and Management, Vol. 3, No. 1, 2008, pp. 47-60.
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Other Funded Projects

“Educational Workflows and Digital Story Telling”

Funding Agencies: Smart Services CRC

Industry Partner: NSW Department of Employment and Training: Centre for Learning Innovation (DET:CLI)

Administering Institution: Queensland University of Technology

Investigators: Dr Ross Brown
Dr Rune Rasmussen

Budget: \$ 27,000

Period: 2008-2009

The aim of the project is to use workflow technology to concurrently control lesson plan execution within 3D virtual environments, such as Second Life. We will research and implement a novel lesson control approach using YAWL within this environment as it offers the most leverage of distributed 3D technology and content production available. A major outcome of this technology project will be a set of tools for the development of lesson plans within an example 3D Health environment, and will provide the following benefits:

- Implementation of training and education where the teaching environment would be complex (eg. Outpatients co-ordinate community care for spinal patients) or dangerous (eg. Firefighter training) and or prohibitively expensive (eg. Mining operations).
- Support for distance education, where the lessons can be implemented from a central source and distributed within the Second Life environment for rural training and educational applications.

Publications:

- Streit, Alexander and Pham, Binh and Brown, Ross A.(2008) A Spreadsheet Approach to Facilitate Visualization of Uncertainty in Information. IEEE Trans. Vis. Comput. Graph. 14(1): 61-72
- Nantes, Alfredo and Brown, Ross A. and Maire, Frederic D. (2008) A Framework for the Semi-Automatic Testing of Video Games. In: 4th Conference on Artificial Intelligence and Interactive Digital Entertainment (AIIDE 2008), October 22-24, 2008, Stanford, California, USA.

“A Reference Process Model for Multi-Trauma Patients”

Funding Agencies: Trauma Network Queensland

Investigators: Mr Stephan Clemens
Prof. Michael Rosemann
Prof. Michael Schuetz
Mr. Michael Sinnott

Budget: \$ 80,000

Period: 2008-2010

Abstract: There is an increasing need for an accelerated analysis and improvement of the processes in the health sector in order to increase the quality and performance of patient management. It is proposed to develop a highly intuitive reference model for the core processes related to multi-trauma patients. Such a model will consolidate and disseminate advanced traumatology practises. It will be a summary of better practises and related metrics and can act as the platform for process analysis. This will allow short-term process improvements but even more importantly provide guidance for substantial mid to long-term enhancements in the process performance. As such, this model will complement the existing trauma registry with deeper insights into the ways processes for multi-trauma patients can be executed. We will use widely established methods and tools for the design of this model involving emerging social computing ideas that facilitate a collaborative model development process. The model design process will require field studies, interviews, workshops and survey techniques. By analysing and improving essential parts of processes around multi-trauma patients, the outcome of this project will positively affect health care in Queensland and is the basis for further reforming activities in traumatology.



Publications

Throughout 2008, 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.

Monographs and Edited Books:

- J. Becker, M. Rosemann, M. Kugeler, L. Vilkov and V. Taratoukhine (in Russian): Process Management. A Guide for the Design of Business Processes. Springer / Eksmo Publisher, Moscow 2008.
- A. ter Hofstede, B. Benatallah and H.-Y. Paik (eds.): Business Process Management Workshops BPM 2007 International Workshops, BPI, BPD, CBP, ProHealth, RefMod, semantics4ws. Series: Lecture Notes in Computer Science , Vol. 4928, Springer, 2008.
- Nelson, K. (2008) Information and Knowledge Management in Business Processes. VDM Verlag, Saarbrücken Germany.

Journal Articles:

- W.M.P. van der Aalst, M. Dumas, C. Ouyang, A. Rozinat, and H.M.W. Verbeek. Conformance Checking of Service Behavior. *ACM Transactions on Internet Technology* Vol. 8, No. 3, May 2008.
- R. Dijkman, M. Dumas, and C. Ouyang. Semantics and Analysis of Business Process Models in BPMN. *Information and Software Technology* Vol. 50 No. 12, Pages 1281-1294, November 2008.
- A. Dreiling, M. Rosemann, W.M.P van der Aalst and W. Sadiq: From conceptual process models to running systems: A holistic approach for the configuration of enterprise system processes. *Decision Support Systems*, Volume 45. Pages 1889-2007. Elsevier, 2008.
- F. Gottschalk, W.M.P. van der Aalst, M.H. Jansen-Vullers and M. La Rosa. Configurable Workflow Models, *International Journal of Cooperative Information Systems*, Vol. 17 No. 2 June 2008
- C. Guenther, S. Rinderle, M. Reichert, W. M. P. van der Aalst and J. Recker (2008): Using Process Mining to Learn from Process Changes in Evolutionary Systems.

- International Journal of Business Process Integration and Management*, Vol. 3, No. 1, pp. 61-78. Inderscience Publishers
- M. La Rosa, Wil M.P. van der Aalst, M. Dumas and A. ter Hofstede. Questionnaire-based Variability Modeling for System Configuration, *Software and Systems Modeling*, Vol. 8, No. 2, 2008.
- J. Mendling, B.F. van Dongen, W.M.P. van der Aalst: Getting Rid of OR\|-Joins and Multiple Start Events in Business Process Models. *Enterprise Information Systems (EIS)*. Special Issue on EDOC 2007 Best Papers. Volume 2, Number 4, pages 403-419. October 2008. Taylor & Francis.
- C. Ouyang, M. La Rosa, A. ter Hofstede, M. Dumas and K. Shortland, Towards Web-Scale Workflows for Film Production, *IEEE Internet Computing*, Sep/Oct 2008.
- Chun Ouyang, Marlon Dumas, Arthur H.M. ter Hofstede and Wil M.P. van der Aalst. Pattern-Based Translation of BPMN Process Models to BPEL Web Services. *International Journal of Web Services Research*, 5(1): pp. 42--61, January-March 2008.
- C. Ouyang, K. Wang, A. ter Hofstede, M. La Rosa, M. Rosemann, K. Shortland and D. Court, Camera, Set, Action: Process Innovation for Film and TV Production. *Cultural Science*, Vol. 1 No. 2. 2008.
- G. Redding, M. Dumas, A.H.M. ter Hofstede, and A. Iordachescu. Generating Business Process Models from Object Behavior Models. *Information Systems Management* 25(4):3-15. October 2008. Taylor & Francis.
- Chr. Riedl, T. Boehmann, M. Rosemann and H. Krcmar: Quality Management in Service Ecosystems. *Information Systems and e-Business Management* (online available online since 20 February 2008).
- M. Rosemann and I. Vessey: Toward Improving the Relevance of Information Systems Research to Practitioners: The Role of Applicability Checks. *MIS Quarterly*, Volume 32. Pages 1-22. MIS Research Center, 2008.
- M. Rosemann, J. Recker, Chr. Flender (2008): Contextualization of Business Processes. *International Journal of Business Process Integration and Management*, Vol. 3, Iss. 1, pp. 47-60. Inderscience Publishers
- J.M. Zaha, M. Dumas, A.H.M. ter Hofstede, A. Barros and G. Decker. Bridging Local and Global Views of Service-Oriented Systems. *IEEE Transactions on Systems, Man, and Cybernetics, Part C: Applications and Reviews*, 38(3): pp. 302-318, May 2008.

Conference and Workshop Papers:

- J. Recker and M. Rosemann: Measuring Perceived Representational Deficiencies in Conceptual Modeling: Instrument Development and Test. Proceedings of the International Conference on Information Systems (ICIS 2008), Paris, 14-16 December 2008 .
- V. Khatri and I. Vessey: Information Search Process for A Well-Structured IS Problem: The Role of IS and Application Domain Knowledge. Proceedings of the International Conference on Information Systems (ICIS 2008), Paris, 14-16 December 2008.
- B. van Dongen, R. Dijkman, J. Mendling: Measuring Similarity between Business Process Models. In: Z. Bellahsene, M. Leonard, eds.: Proc. of the 20th International Conference on Advanced Information Systems Engineering (CAiSE 2008), Montpellier, France, 16-20 June 2008. Lecture Notes in Computer Science Volume 5074. pp. xx-xx.
- I. Vanderfeesten, J. Mendling, H. Reijers, W. van der Aalst, J. Cardoso: On a Quest for Good Process Models: The Cross-Connectivity Metric. In: Z. Bellahsene, M. Leonard, eds.: Proc. of the 20th International Conference on Advanced Information Systems Engineering (CAiSE 2008), Montpellier, France, 16-20 June 2008. Lecture Notes in Computer Science Volume 5074. pp. 480-494.
- zur Muehlen, M., Recker, J. (2008): How Much Language is Enough? Theoretical and Practical Use of the Business Process Modeling Notation. In Z. Bellahsene and M. Léonard (eds.): Advanced Information Systems Engineering - CAiSE 2008. Lecture Notes in Computer Science, Volume 5074. Springer, Montpellier, France, pp. 465-479.
- Indulska, M., Recker, J., Green, P., Rosemann, M. (2008): Representational Deficiency of Process Modelling Languages: Measures and Implications. In W. Golden et al. (eds.): Proceedings of the 16th European Conference on Information Systems. National University of Ireland, Galway, Ireland.
- Mendling, J., Recker, J. (2008): Towards Systematic Usage of Labels and Icons in Business Process Models. In T. Halpin, E. Proper and J. Krogstie (eds.): Proceedings of the 13th International Workshop on Exploring Modeling Methods for Systems Analysis and Design. CEUR Workshop Proceedings, Vol. 337. CEUR-WS.org, Montpellier, France, pp. 1-13.
- G. Decker, J. Mendling: Instantiation Semantics for Process Models. In M. Dumas, M. Reichert, and M.-C. Shan (Eds.): Proc. of the 6th International Conference on Business Process Management (BPM 2008), Milan, Italy, 1-4 September 2008. Lecture Notes in Computer Science 5240, pp. 164-179.
- H. Reijers, J. Mendling: Modularity in Process Models: Review and Effects. In M. Dumas, M. Reichert, and M.-C. Shan (Eds.): Proc. of the 6th International Conference on Business Process Management (BPM 2008), Milan, Italy, 1-4 September 2008. Lecture Notes in Computer Science 5240, pp. 20-35.
- A. Rozinat, M.T. Wynn, W.M.P. van der Aalst, A.H.M. ter Hofstede, and C. J. Fidge. Workflow Simulation for Operational Decision Support using Design, Historic and State Information, Proceedings of the 6th International Conference on Business Process Management (BPM 2008), 1-4 September 2008, Milan, Italy.
- S. Seidel, M. Rosemann and J. Becker: A Conceptual Framework for Information Retrieval to Support Creativity in Business Processes. Proceedings of the 16th European Conference on Information Systems, Galway, Ireland, 9-11 June 2008.

- S. Seidel, M. Rosemann and J. Becker: How does Creativity Impact Business Processes? Proceedings of the 16th European Conference on Information Systems, Galway, Ireland, 9-11 June 2008.
- W. van der Aalst, M. Dumas, F. Gottschalk, A. ter Hofstede, M. La Rosa, J. Mendling, Correctness-Preserving Configuration of Business Process Models. In Proceedings of Fundamental Approaches to Software Engineering (FASE 08), Budapest, Hungary. LNCS Vol. 4961, pp. 46–61, Springer-Verlag 2008.
- M. La Rosa, M. Dumas, A. ter Hofstede, J. Mendling, F. Gottschalk, Beyond Control-Flow: Extending Business Process Configuration to Roles and Objects. In Proceedings of the 27th International Conference on Conceptual Modeling (ER 08), Barcelona, Spain. LNCS 5231, pp. 199–215, Springer-Verlag 2008.
- vom Brocke, J., Mendling, J., Recker, J. (2008): Towards a Value-Oriented Approach to Business Process Modelling. In: Proceedings of the 10th International Conference on Enterprise Information Systems. 12-16 June 2008, Barcelona, Spain.
- M.T. Wynn. C.J. Fidge, A.H.M. ter Hofstede and M. Dumas, Product Flow Analysis in Distribution Networks with Fixed-Time Horizon, Proceedings of the Thirty-First Australasian Computer Science Conference (ACSC 2008), Volume 74, pages. 73-82, University of Wollongong, New South Wales, Australia, Jan 22-25, 2008.
- M. La Rosa, F. Gottschalk, M. Dumas and W.M.P. van der Aalst. Linking Domain Models and Process Models for Reference Model Configuration. In Proceedings of the 10th International Workshop on Reference Modeling (RM 07) at BPM 2007, Brisbane, Australia. LNCS Vol. 4928, pp. 417–430, Springer-Verlag 2008.
- Ploesser, K., Recker, J., Rosemann, M. (2008): Towards a Classification and Lifecycle of Business Process Change. In S. Nurcan, R. Schmidt and P. Soffer (eds.): Proceedings of the 9th Workshop on Business Process Modeling, Development and Support. CEUR Workshop Proceedings, Vol. 335. CEUR-WS.org, Montpellier, France, pp. 10-18.
- W.M.P. van der Aalst, K.M. van Hee, A.H.M. ter Hofstede, N. Sidorova, H.M.W. Verbeek, M. Voorhoeve, and M.T. Wynn. Soundness of Workflow Nets with Reset Arcs is Undecidable!, CHINA 2008 Workshop (Concurrency methOds: Issues aNd Applications), a satellite workshop of PETRI NETS 2008 co-located with ACSD 2008, Xi'an, China, 24 June 2008.
- K. Wang, M. Dumas, C. Ouyang, J. Vayssiere. The service adaptation machine. In proceedings of the 6th European Conf. on Web Services (ECOWS), Dublin, Ireland, November 2008, IEEE CS Press.
- M.T. Wynn, M. Dumas, C. J. Fidge, A.H.M. ter Hofstede, and W.M.P. van der Aalst, Business Process Simulation for Operational Decision Support, In proceedings of the Third International Workshop on Business Process Intelligence (BPI 2007), held in conjunction with Business Process Management Conference, Brisbane, Australia, 24 September 2007. LNCS 4928, pp. 66-77, Springer-Verlag 2008.
- M. La Rosa, J. Mendling, Domain-driven Process Adaptation in Emergency Scenarios (Invited paper). In Proceedings of the 1st International Workshop on Process Management for Highly Dynamic and Pervasive Scenarios (PM4HDPS), Milan, Italy, 2009. LNBIP 17, pp. 280–287, Springer-Verlag, 2009.
- C. Ouyang, A. ter Hofstede, M. La Rosa, M. Rosemann, K. Shortland and D. Court, Camera, Set, Action: Automating Film Production via Business Process Management. In Proceedings of the International Conference “Creating Value: Between Commerce and Commons”, Brisbane, Australia, 25 - 27 June 2008.

- M. La Rosa, A. ter Hofstede, M. Rosemann and K. Shortland, Bringing Process to Post Production. In Proceedings of the International Conference “Creating Value: Between Commerce and Commons”, Brisbane, Australia, 25 - 27 June 2008.
- M. de Leoni, W.M.P. van der Aalst, and A.H.M. ter Hofstede. Visual Support for Work Assignment in Process-Aware Information Systems. In Proceedings of the *6th International Conference on Business Process Management (BPM 2008)*, Milan, Italy, September 2008.
- Petia Wohed, Nick Russell, Arthur HM ter Hofstede, Birger Andersson and Wil M.P. van der Aalst. Open Source Workflow: A Viable direction for BPM? In *Proceedings of CAiSE 2008*, Montpellier, France, June 2008 (short paper).
- Nick Russell, Wil M.P. van der Aalst and Arthur H.M. ter Hofstede. newYAWL: Designing a Workflow System using Coloured Petri Nets. International Workshop on Petri Nets and Distributed Systems (PNDS’08), Xi’an, China, June 23-24, 2008.

PhD Thesis:

- J. Recker: Understanding Process Modelling Grammar Continuance. 2008. PhD Thesis, Faculty of Information Technology.

Unrefereed Publications:

- R. Brown and F. Cliquet (2008): Communication of Business Process Models via Virtual Environment Simulations. *BPTrends*, Vol. 5, Iss. 12, pp. 1-7.
- Th. Davenport and M. Rosemann (2008): Whatever happened to Business Process Management? *Inside Knowledge*, Vol. 12, No. 3, pp. 24-26.
- M. La Rosa and M. Dumas (2008). Configurable Process Models: How to Adopt Standard Practices in Your Own Way, *BPTrends*, Vol. 5, Iss. 11, November 2008.
- J. Recker (2008): BPMN Modeling - Who, Where, How and Why. *BPTrends*, Vol. 5, Iss. 5, pp. 1-8.
- M. Rosemann: The Service Portfolio of a BPM Center of Excellence. *BPTrends*, September 2008.
- M. Rosemann: Integrating Knowledge into Process Management. *Inside Knowledge*, Vol. 12, No. 3, 2008, pp. 27-30.
- S. Seidel, M. Rosemann: Creativity Management – The New Challenge for BPM. *BPTrends*, May 2008.

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 2008, 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
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
Journal of Enterprise Information Management	Glenn Stewart (Associate Editor)
Journal of Information Technology Case and Application Research	Michael Rosemann



Conference Chairs & Members in Committees

In 2008, we provided the Program (Co-)Chairs to the following events.

Conference/Workshop	BPM Representative
<i>Fourth GI-Workshop XML4BPM XML Integration and Transformation for Business Process Management, track of Multikonferenz Wirtschaftsinformatik 2008, Munich, Germany 26-28 February</i>	Jan Mendling (Track Co-Chair)
<i>Business Process Management Track at 16th European Conference on Information Systems (ECIS 2008), Galway, Ireland 9-11 June</i>	Michael Rosemann (Track Co-Chair)
<i>Third IEEE Workshop on Agile Cooperative Process-Aware Information Systems (ProGility 2008), Rome, Italy 23-25 June 23-25</i>	Jan Mendling (Program Co-Chair)
<i>First International Workshop on Process Management for Highly Dynamic and Pervasive Scenarios (PM4HDPS), Milan, Italy, 1 September</i>	Arthur ter Hofstede (Program Co-Chair)
<i>Fourth International Workshop on Business Process Design (BPD 2008), Milan, Italy, 1 September</i>	Michael Rosemann (Program Co-Chair)
<i>4th Workshop on Business Process Intelligence (BPI 08), Milan, Italy 1 September</i>	Jan Mendling (Program Co-Chair)
<i>6th International Conference on Business Process Management (BPM 2008) Milan, Australia 2-4 September</i>	Marlon Dumas (Program Co-Chair)
<i>6th International Conference on Service-Oriented Computing (ICSOC 2008) Sydney, Australia 1-4 December 2008</i>	Marlon Dumas (Demonstrations Co-Chair)

In 2008, we provided a member to the steering committees of the following conference.

Conference	BPM Representative
<i>5th International Conference on Business Process Management (BPM 2008) Milan, Italy 1-4 September</i>	Arthur ter Hofstede

In 2008, we provided members to the program committees of the following events.

Conference/Workshop	BPM Representative
<i>ACM Compute 2008, Bangalore, India</i> 18-20 January	Michael Rosemann
<i>5th Asia-Pacific Conference on Conceptual Modelling (APCCM 08), Wollongong, Australia,</i> 22-25 January	Michael Rosemann
<i>23rd ACM Symposium on Applied Computing (SAC 2008), Track on Enterprise Information Systems, Fortaleza, Brazil</i> 16-20 March	Michael Rosemann
<i>10th International Conference on Fundamental Approaches to Software Engineering (FASE'2008), Budapest, Hungary, April</i>	Marlon Dumas
<i>3rd International Workshop on Workflow Management and Applications in Grid Environments (WaGe08), Kunming, China,</i> May	Arthur ter Hofstede
<i>9th Workshop on Business Process Modeling, Development, and Support (BPMDS 2008)</i> <i>Montpellier, France</i> 16-17 June	Jan Mendling Jan Recker Michael Rosemann
<i>13th International Workshop on Exploring Modeling Methods in Systems Analysis and Design (EMMSAD 2008) in conjunction with CAiSE 2008.</i> <i>Montpellier, France</i> 16-17 June	Jan Mendling Michael Rosemann
<i>20th International Conference on Advanced Information Systems Engineering (CAiSE 2008).</i> <i>Montpellier, France</i> 16-20 June	Marlon Dumas Michael Rosemann
<i>3rd IEEE Workshop on Agile Cooperative Process-Aware Information Systems (ProGility 2008) in conjunction with IEEE WETICE 2008, Rome, Italy, 23-25 June</i>	Michael Rosemann
<i>Mini-track on Business Process Automation and Management as part of the 14th Americas Conference on Information Systems (AMICS 2008)</i> <i>Toronto, Canada</i> 14-17 August	Marcello La Rosa
<i>9th International Conference on Web Information Systems (WISE 2008), Auckland, New Zealand,</i> 1-4 September	Michael Rosemann
<i>4th International Workshop on Business Process Intelligence (BPI 2008). Milan, Italy,</i> 1 September	Michael Rosemann
<i>6th International Conference on Business Process</i>	Arthur ter Hofstede

<i>Management (BPM 2008). Milan, Italy,</i> 2-4 September	(Senior Program Committee Member) Michael Rosemann (Senior Program Committee Member)
<i>ERCIS Summer School 2008: Information Management in Web 2.0 Times. Muenster, Germany</i> 8-11 September	Michael Rosemann
<i>4th International Workshop on Vocabularies, Ontologies and Rules for the Enterprise (VORTE 2008) in conjunction with the Enterprise Distributed Object Computing Conference (EDOC 2008). Munich, Germany</i> 15-19 September	Michael Rosemann
<i>7th International Conference on Perspectives in Business Informatics Research (BIR 2008), Gdansk, Poland</i> 25-26 September	Michael Rosemann
<i>2nd Workshop on Workflow Process Management as part of the 10th International Symposium on Symbolic and Numeric Algorithms for Scientific Computing (SYNASC 2008) Timisoara, Romania</i> 26-29 September	Jan Recker
<i>Information Systems Foundations Workshop (ISF), Canberra</i> 2-3 October	Michael Rosemann
<i>IFIP WG 8.1 Working Conference on the Practice of Enterprise Modelling: From Business Strategies to Enterprise Architectures (PoEM 2008). Stockholm, Sweden</i> 12-13 November	Michael Rosemann
<i>MobIS Workshop on Modelling between SOA and Compliance Management. Saarbruecken, Germany</i> 27-28 November	Michael Rosemann
<i>6th International Conference on Service Oriented Computing (ICSOC 2008), Sydney</i> 1-5 December	Michael Rosemann Local community chair
<i>18th Annual Workshop on Information Technologies and Systems (WITS 2008), Paris, France</i> 13-14 December	Michael Rosemann
<i>Alternative Systems Development track at the International Conference on Information Systems (ICIS 2008), Paris, France</i> 14-17 December	Michael Rosemann (Associate Editor)

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
ACPHIS working party on IS Exemplar for the ACS Core Body of Knowledge (CBoK)	Karen Nelson
Member State Library of Queensland - Information Management Advisory Group	Karen Nelson
External PhD thesis examination, University of Pretoria, South Africa	Michael Rosemann
Development of Business Process Management Capability at Queensland Health	Jan Mendling Jan Recker Michael Rosemann
BPM Coaching for Woolworths, Sydney	Michael Rosemann

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
11-14 March	2008 SDC Conference. Wellington, Auckland, New Zealand and Melbourne, Australia	<i>Using Process Management for Business Analysis</i>	Jan Recker
13 March	Brisbane City Council, Executive Forum	<i>A Process View on IT Value Management</i>	Michael Rosemann
18 March	Queensland Investment Corporation, Management Seminar	<i>Business Process Management</i>	Michael Rosemann
19 March	Institute of Mathematics and Computer Science, University of Tartu, Estonia	<i>Managing Variability in Process-Aware Information Systems</i>	Marcello La Rosa
19 March	SAP User Group Conference, Brisbane	<i>Process Modelling 101</i>	Michael Rosemann
11 April	Oracle APAC SOA Leaders Summit, Macau	<i>A Process-based Approach towards SOA</i>	Michael Rosemann
29 April	Oracle Executive Breakfast Seminar, Perth	<i>Business Process Management Excellence</i>	Michael Rosemann
30 April	Oracle Executive Breakfast Seminar, Sydney	<i>Business Process Management Excellence</i>	Michael Rosemann
1 May	Oracle Executive Breakfast Seminar, Melbourne	<i>Business Process Management Excellence</i>	Michael Rosemann
2 May	Oracle Executive Breakfast Seminar, Brisbane	<i>Business Process Management Excellence</i>	Michael Rosemann
6 May	Oracle Executive Breakfast Seminar, Canberra	<i>Business Process Management Excellence</i>	Michael Rosemann
28 May	SAP 3 rd International Research Forum, Potsdam, Germany	<i>Web-based Service Industries</i>	Michael Rosemann (Moderator and Panellist)
17 June	IDS ProcessWorld Conference, Berlin,	<i>ARIS in the Film Industry</i>	Michael Rosemann

	Germany		
26 June	Logica BPM Forum, Hamburg, Germany	<i>The BPM Maturity Model</i>	Michael Rosemann
28 July	CIO Summit, Gold Coast	<i>The CIO View on Business Process Management</i>	Michael Rosemann
7 August	IDS Process Day, Melbourne	<i>Success Factors of Business Process Management</i>	Michael Rosemann
13-14 August	6 th Australian Process Days Conference, Sydney	<i>Co-Chair of the Conference</i>	Michael Rosemann
14 August	6 th Australian Process Days Conference, Sydney	<i>Future Process – The Compelling Potential of BPM</i>	Michael Rosemann
29 August	Research Seminar, University of Melbourne	<i>A Conceptualization of the Factors Influencing Post-Adoptive Usage of Conceptual Modeling Grammars</i>	Jan Recker
3 September	6 th International Business Process Management Conference, Milan, Italy	<i>Understanding and Impacting the Practice of Business Process Management (Invited Keynote)</i>	Michael Rosemann
10 September	2008 Queensland Government Chief Information Office: ICT Professional Forum, Brisbane	<i>From EGovernment to VGovernment: putting a virtual face on government processes</i>	Ross Brown
20-22 October	Ninth Workshop and Tutorial on Practical Use of Coloured Petri Nets and the CPN Tools	<i>Model Transformations for Business Process Analysis and Execution</i>	Marlon Dumas
27 October	CELAP E-Government Forum: Theory & Practice at the Chinese Executive Leadership Academy Pudong. Shanghai, China,	<i>e-Government and Business Process Management</i>	Jan Recker
28 October	II Symposium on Innovative Software Technology (IST'2008), Tartu, Estonia	<i>Business Process Modelling and Workflow Patterns</i>	Arthur ter Hofstede
28 October 2008	II Symposium on Innovative Software Technology (IST'2008), Tartu, Estonia	<i>Next-Generation Business Process Management with YAWL</i>	Arthur ter Hofstede

7 November	Research Seminar, University of Rostock, Germany	<i>From Business Process Models to Process-oriented Software Systems: The BPMN to BPEL Way</i>	Arthur ter Hofstede
13 November	O&I, Utrecht, The Netherlands	<i>Workflow Patterns & YAWL: Challenges in Process Automation</i>	Arthur ter Hofstede
13 November	Research Seminar, Eindhoven University of Technology, The Netherlands	<i>YAWL: From Beta 8.2 to 2.0</i>	Arthur ter Hofstede
24 November	Carbon-Centric Computing Initiative, University of Wollongong	<i>Green Business Process Management</i>	Michael Rosemann