

Designing Efficient Bpm Applications A Process Based Guide For Beginners

The increasing adoption of Business Process Management (BPM) has inspired pioneering software architects and developers to effectively leverage BPM-based software and process-centric architecture (PCA) to create software systems that enable essential business processes. Reflecting this emerging trend and evolving field, Process-Centric Architecture

"Business process management is a clear-cut way to analyse an organisations' business processes. The purpose of BPM is to make processes within the business more flexible, efficient and most importantly effective...This book covers a practical BPM approach. It explains in simple language how teams actually build business processes with today's software." -- Back cover.

? Green Business Process Management – Towards the Sustainable Enterprise" consolidates the global state-of-the-art knowledge about how business processes can be managed and improved in light of sustainability objectives. Business organizations, a dominant part of our society, have always been a major contributor to the degradation of our natural environment, through the resource consumption, greenhouse emissions, and wastage production associated with

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their business processes. In order to lessen their impact on the natural environment, organizations must design and implement environmentally sustainable business processes. Finding solutions to this organizational design problem is the key challenge of Green Business Process Management. This book- discusses the emerging challenges of designing “green” business processes,- presents tools and methods that organizations can use in order to design and implement environmentally sustainable processes, and- provides insights from cases where organizations successfully engaged in more sustainable business practices. The book is of relevance to both practitioners and academics who are interested in understanding, designing, and implementing “green” business processes. It also constitutes a valuable resource for students and lecturers in the fields of information systems, management, and sustainable development. Preface by Richard T. Watson

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

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Beginners"O'Reilly Media, Inc."

This book constitutes the refereed proceedings of the 5th International Conference on Business Process Management, BPM 2007, held in Brisbane, Australia, in September 2007. The papers are organized in topical sections on business process maturity and performance, business process modeling, case studies, compliance and change, process configuration and execution, formal foundations of BPM, business process mining, and semantic issues in BPM. Business Process Management (BPM) has become one of the most widely used approaches for the design of modern organizational and information systems. The conscious treatment of business processes as significant corporate assets has facilitated substantial improvements in organizational performance but is also used to ensure the conformance of corporate activities. This Handbook presents in two volumes the contemporary body of knowledge as articulated by the world's leading BPM thought leaders. This second volume focuses on the managerial and organizational challenges of Business Process Management such as strategic and cultural alignment, governance and the education of BPM stakeholders. As such, this book provides concepts and methodologies for the integration of BPM. Each chapter has been contributed by leading international experts. Selected case studies complement their views and lead to a summary of

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BPM expertise that is unique in its coverage of the most critical success factors of BPM.

This book constitutes the proceedings of the 18th International Conference on Business Process Management, BPM 2020, held in Seville, Spain, in September 2020. The conference was held virtually due to the COVID-19 pandemic. The 27 full papers included in this volume were carefully reviewed and selected from 125 submissions. Two full keynote papers are also included. The papers are organized in topical sections named: foundations; engineering; and management. Photonics Modeling and Design delivers a concise introduction to the modeling and design of photonic devices. Assuming a general knowledge of photonics and the operating principles of fibre and semiconductor lasers, this book: Describes the analysis of the light propagation in dielectric media Discusses heat diffusion and carrier transport Applies the presented theory to develop fibre and semiconductor laser models Addresses the propagation of short optical pulses in optical fibres Puts all modeling into practical context with examples of devices currently in development or on the market Providing hands-on guidance in the form of MATLAB® scripts, tips, and other downloadable content, Photonics Modeling and Design is written for students and professionals interested in modeling photonic devices either for gaining a deeper understanding of the

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operation or to optimize the design.

This book constitutes the thoroughly refereed post-workshop proceedings of nine international workshops held in Hoboken, NJ, USA, in conjunction with the 8th International Conference on Business Process Management, BPM 2010, in September 2010. The nine workshops focused on Reuse in Business Process Management (rBPM 2010), Business Process Management and Sustainability (SusBPM 2010), Business Process Design (BPD 2010), Business Process Intelligence (BPI 2010), Cross-Enterprise Collaboration, People, and Work (CEC-PAW 2010), Process in the Large (IW-PL 2010), Business Process Management and Social Software (BPMS2 2010), Event-Driven Business Process Management (edBPM 2010), and Traceability and Compliance of Semi-Structured Processes (TC4SP 2010). In addition, three papers from the special track on Advances in Business Process Education are also included in this volume. The overall 66 revised full papers presented were carefully reviewed and selected from 143 submissions.

This book constitutes the refereed proceedings of ten international workshops held in Innsbruck, Austria, in conjunction with the 13th International Conference on Business Process Management, BPM 2015, in September 2015. The seven workshops comprised Adaptive Case Management and other Non-workflow

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Approaches to BPM (AdaptiveCM 2015), Business Process Intelligence (BPI 2015), Social and Human Aspects of Business Process Management (BPMS2 2015), Data- and Artifact-centric BPM (DAB 2015), Decision Mining and Modeling for Business Processes (DeMiMoP 2015), Process Engineering (IWPE 2015), and Theory and Applications of Process Visualization (TaProViz 2015). The 42 revised papers presented were carefully reviewed and selected from 104 submissions. In addition, four short papers and one keynote (from TAProViz) are also included in this book.

Looking for efficiency gains in your business? If you're a business analyst, this practical guide will show you how to design effective business process management (BPM) applications. Every business uses business processes—these everyday tasks help you gain and retain customers, stay profitable, and keep your operations infrastructure functioning. BPM specialists Christine McKinty and Antoine Mottier show you step-by-step how to turn a simple business procedure into an automated, process-based application. Using hands-on examples, you'll quickly learn how to create an online process that's easy to use. Each chapter builds on earlier material. You don't have to have any programming experience to design business processes—and if you have skills in designing workflows and understanding human interactions with processes, you

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already have a headstart. Through the course of this book, you will: Build a prototype of an application page Create the most frequent use flow in a process, and define the data model Generate real process forms and produce the first version of the application Connect your application to external information systems, and then build and test the complete application

This book constitutes the refereed proceedings of nine international workshops held in Beijing, China, in conjunction with the 11th International Conference on Business Process Management, BPM 2013, in August 2013. The nine workshops comprised Business Process Intelligence (BPI 2013), Business Process Management and Social Software (BPMS2 2013), Data- and Artifact-Centric BPM (DAB 2013), Decision Mining and Modeling for Business Processes (DeMiMoP 2013), Emerging Topics in Business Process Management (ETBPM 2013), Process-Aware Logistics Systems (PALS 2013), Process Model Collections: Management and Reuse (PMC-MR 2013), Security in Business Processes (SBP 2013) and Theory and Applications of Process Visualization (TAProViz 2013). The 38 revised full papers presented were carefully reviewed and selected from 74 submissions.

Project Management Circa 2025 provides the basics about how project management is used in the present, and how organizations will create a new

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state-of-the-art for project management. As readers learn what the future of project management might be, they will also see the likely impact on their own organizations, now and in the future.

Most textbooks on business process management focus on either the nuts and bolts of computer simulation or the managerial aspects of business processes. Covering both technical and managerial aspects of business process management, *Business Process Modeling, Simulation and Design, Second Edition* presents the tools to design effective business processes and the management techniques to operate them efficiently. New to the Second Edition are three completely revised chapters that incorporate ExtendSim 8: An introduction to simulation; A chapter on business process analytics. Developed from the authors' many years of teaching process design and simulation courses, the text provides students with a thorough understanding of numerous analytical tools that can be used to model, analyze, design, manage, and improve business processes. It covers a wide range of approaches, including discrete event simulation, graphical flowcharting tools, deterministic models for cycle time analysis and capacity decisions, analytical queuing methods, and data mining. Unlike other operations management books, this one emphasizes user-friendly simulation software as well as business processes, rather than only

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manufacturing processes or general operations management problems. Taking an analytical modeling approach to process design, this book illustrates the power of simulation modeling as a vehicle for analyzing and designing business processes. It teaches how to apply process simulation and discusses the managerial implications of redesigning processes. The ExtendSim software is available online and ancillaries are available for instructors.

This three-volume-set (CCIS 219, CCIS 220, and CCIS 221) constitutes the refereed proceedings of the International Conference on ENTERprise Information Systems, CENTERIS 2011, held in Vilamoura, Portugal, in September 2011. The approx. 120 revised full papers presented in the three volumes were carefully reviewed and selected from 180 submissions. The papers are organized in topical sections on knowledge society, EIS adoption and design, EIS implementation and impact, EIS applications, social aspects and IS in education, IT/IS management, telemedicine and imaging technologies, healthcare information management, medical records and business processes, decision support systems and business intelligence in health and social care contexts, architectures and emerging technologies in healthcare organizations, as well as m-health.

This book constitutes the refereed proceedings of ten international workshops

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

This book constitutes the proceedings of the 13th International Conference on Business Process Management, BPM 2015, held in Innsbruck, Austria, in August/September 2015. The 21 regular papers, 7 short papers and 2 industrial papers included in this volume were carefully reviewed and selected from 125 submissions. The papers are organized in topical sections on runtime process

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management, process modeling, process modeling discovery, business process models and analytics, BPM in industry, process compliance and deviations, emerging and practical areas of BPM, and process monitoring.

IBM® Business Process Manager (IBM BPM) is a comprehensive business process management (BPM) suite that provides visibility and management of your business processes. IBM BPM supports the whole BPM lifecycle approach: Discover and document Plan Implement Deploy Manage Optimize Process owners and business owners can use this solution to engage directly in the improvement of their business processes. IBM BPM excels in integrating role-based process design, and provides a social BPM experience. It enables asset sharing and creating versions through its Process Center. The Process Center acts as a unified repository, making it possible to manage changes to the business processes with confidence. IBM BPM supports a wide range of standards for process modeling and exchange. Built-in analytics and search capabilities help to further improve and optimize the business processes. This IBM Redbooks® publication provides valuable information for project teams and business people that are involved in projects using IBM BPM. It describes the important design decisions that you face as a team. These decisions invariably have an effect on the success of your project. These decisions range from the

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more business-centric decisions, such as which should be your first process, to the more technical decisions, such as solution analysis and architectural considerations.

Nowadays, an organization is expected to be not only effective and efficient, as it was formerly. Now, in addition, it should be able to adapt to the frequent changes driven by globalization, let us say, be agile. This business agility has become more important in these times of globalization. The organization that best respond to the fast-changing market, which is becoming increasingly frequent, will have better competitive advantages than those that fail to sustain the pace imposed by globalization. What are the tools that organizations are using to better achieving agility, effectiveness, and efficiency? The answer is more control and efficiency with the ability to manage change in their business processes, because these can create value for customers. BPM is an integrative discipline that comprises management disciplines and techniques. It involves the business layers and technology, including also management through processes, as an integrated whole. The structure of this book consists of two parts. «Part I, Fundamentals of BPM» describe the state of the art of the major BPM theoretical concepts. «Part II, Implementation for BPM» is dedicated to presenting the concepts of implementation, developed largely by the author. This second part

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considers the technological support in each of the BPM layers. The author shows how to implement the core principles of the discipline, which differs itself from traditional management. This book is for all professionals, whether they perform in the public, private or non-profits sectors who require or want to learn more about this process management discipline. It is also for students and academics of the industrial and computer sciences, and to all the business and administration Schools.

This book constitutes the refereed proceedings of the 4th International Conference on Business Process Management, BPM 2006. The book presents 20 revised full papers, 5 industrial papers, and 15 short papers together with an invited paper and the abstract of an invited talk. The papers are organized in topical sections on monitoring and mining, service composition, process models and languages, dynamic process management, Web service composition, and applied business process management.

This practical "how-to" guide to both using the ARIS Design Platform and how to use it to create real business models, follows Rob Davis' hugely successful Business Process Modelling with ARIS (Springer 2001). This second volume describes the new release of ARIS 7 Design Platform including ARIS Business Architect and ARIS Business Designer. Containing tips, techniques and short

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cuts gained from practical experience, this book show how to use ARIS in an easy way, supporting smart methods and smart models, and displays how ARIS can be used as a powerful tool for BPM. This book is a must-have guide and reference for all existing and new users of ARIS.

Continuously changing customer and market requirements as well as new developments in information technology have become a dominating factor in today's business environment. To be successful enterprises have to adapt quickly to new opportunities and threats. They have to take smart decision and execute fast. Innovation and agility become important success factors. The Management of Process Excellence (MPE) is the main enabler. It helps achieving immediate benefits while building lasting process management capabilities. MPE links strategy with people and technology based execution. Service Oriented Architectures (SOA), Web 2.0 or "cloud computing" support this approach. The right process governance, including centers of excellence, and knowledge assets in form of reference models increase the delivered value again. The resulting next generation enterprise is ready for long term success. The book discusses how business process management delivers real value in private and public sector organizations around the world. It addresses executives and managers as well as educators and students.

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This book constitutes the refereed post-proceedings of six international workshops held in conjunction with the Third International Conference on Business Process Management, BPM 2005, in September 2005. The 41 revised full papers presented were carefully reviewed and selected. Among the issues addressed are fundamental process modeling, Web service choreography and orchestration, business process reference models, and business processes and services.

This book constitutes the refereed proceedings of the 5th International Conference on Global Perspectives on Design Science Research, DERIST 2010, held in St. Gallen, Switzerland, in June 2010. The 35 revised full papers presented together with 10 revised short papers were carefully reviewed and selected from 80 submissions. The papers are organized in topical sections on organising design research, reflecting design science research, design research techniques, design and context, design and organisation, design and information, design research exemplars, design and behaviour, designing collaboration, as well as design and requirements engineering.

This book contains revised and extended versions of selected papers from the 7th International Symposium on Business Modeling and Software Design, BMSD 2017, held in Barcelona, Spain, in July 2017. BMSD 2017 received a total of 57 paper submissions. The 10 papers selected for inclusion in this book deal with topics such as: business processes and enterprise engineering; business models and requirements;

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business models and services; business models and software; information systems architectures and paradigms; and data aspects in business modeling and software development.

Design Science Research is a powerful paradigm enabling researchers to make important contributions to society and industry. Simply stated, the goal of DSR is to generate knowledge on how to find innovative solutions to important problems in the form of models, methods, constructs and instantiations. Over the past 20 years, the design science research (DSR) paradigm has developed into an established paradigm in Information Systems Research and it is of strong uptake in many other disciplines, including Management Science and Computer Science. This book provides a collection of twelve DSR cases, presented by experienced researchers in the field. It offers readers access to real-world DSR studies, together with the authors' reflections on their research processes. These cases will support researchers who want to engage in DSR, and represent a valuable addition to existing introductions to DSR methods and processes. Readers will learn from the hands-on experiences of respected experts who have conducted extensive DSR in a range of application contexts.

Business process management (BPM) constitutes one of the most exciting - search areas in computer science and the BPM Conference together with its workshops provides a distinct platform for presenting the latest research and showing future directions in this area. These proceedings contain the final versions of papers accepted

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for the workshops held in conjunction with the 7th International Conference on Business Process Management (BPM 2009). The BPM 2009 conference and workshops took place in Ulm, Germany. We received many interesting workshop proposals, eight of which were selected. Ultimately the workshops ran on September 7, 2009 featuring highly interesting keynotes, inspiring scientific presentations, and fruitful discussions. The history of five years of BPM workshops in a row proves the continued success of the workshop program.

The workshop held in 2009 included one new workshop on empirical research in business process management and seven well-established workshops. First International Workshop on Empirical Research in Business Process Management (ER-BPM 2009). The ER-BPM 2009 workshop addressed the demand for empirical research methods such as experimental or case studies to BPM and invited fellow colleagues to investigate both the potential and the limitations of BPM methods and technologies in practice. The ER-BPM workshop aimed at closing the gap in knowledge on process management and at discussing empirical research in the space of BPM and associated phenomena. 12th International Workshop on Reference Modeling (RefMod 2009). Although conceptual models have proven to be a useful means to support information systems engineering in the past few years, creating and especially maintaining conceptual models can be quite challenging and costly.

LNBIP 99 and LNBIP 100 together constitute the thoroughly refereed proceedings of 12

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international workshops held in Clermont-Ferrand, France, in conjunction with the 9th International Conference on Business Process Management, BPM 2011, in August 2011. The 12 workshops focused on Business Process Design (BPD 2011), Business Process Intelligence (BPI 2011), Business Process Management and Social Software (BPMS2 2011), Cross-Enterprise Collaboration (CEC 2011), Empirical Research in Business Process Management (ER-BPM 2011), Event-Driven Business Process Management (edBPM 2011), Process Model Collections (PMC 2011), Process-Aware Logistics Systems (PALS 2011), Process-Oriented Systems in Healthcare (ProHealth 2011), Reuse in Business Process Management (rBPM 2011), Traceability and Compliance of Semi-Structured Processes (TC4SP 2011), and Workflow Security Audit and Certification (WfSAC 2011). In addition, the proceedings also include the Process Mining Manifesto (as an Open Access Paper), which has been jointly developed by more than 70 scientists, consultants, software vendors, and end-users. LNBIP 99 contains the revised and extended papers from BPD 2011, BPI 2011 (including the Process Mining Manifesto), BPMS2 2011, CEC 2011, ER-BPM 2011, and edBPM 2011.

This book prepares readers to master an IT and managerial discipline quickly gaining momentum in organizations of all sizes – Business Process Management (BPM). It describes how BPM treats processes as a portfolio of strategic assets that create and deliver customer and shareholder value and adapt, when necessary, enabling

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competitive advantage through consistent performance. *Strategy and Business Process Management: Techniques for Improving Execution, Adaptability, and Consistency* defines the planning framework and managerial mindset necessary to craft and drive highly effective business process improvement projects and continuous improvement programs. Readers will learn specific techniques used by industry leaders to formulate and execute business strategy that adapts organizational behavior, business processes, and information technology as a dynamic system designed to assure consistent performance and achievement, even when challenged with unexpected changes or opportunities.

Throughout human history, technological advancements have been made for the ease of human labor. With our most recent advancements, it has been the work of scholars to discover ways for machines to take over a large part of this labor and reduce human intervention. These advancements may become essential processes to nearly every industry. It is essential to be knowledgeable about automation so that it may be applied. *Research Anthology on Cross-Disciplinary Designs and Applications of Automation* is a comprehensive resource on the emerging designs and application of automation. This collection features a number of authors spanning multiple disciplines such as home automation, healthcare automation, government automation, and more. Covering topics such as human-machine interaction, trust calibration, and sensors, this research anthology is an excellent resource for technologists, IT specialists, computer engineers,

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systems and software engineers, manufacturers, engineers, government officials, professors, students, healthcare administration, managers, CEOs, researchers, and academicians.

The Complete Business Process Handbook is the most comprehensive body of knowledge on business processes with revealing new research. Written as a practical guide for Executives, Practitioners, Managers and Students by the authorities that have shaped the way we think and work with process today. It stands out as a masterpiece, being part of the BPM bachelor and master degree curriculum at universities around the world, with revealing academic research and insight from the leaders in the market. This book provides everything you need to know about the processes and frameworks, methods, and approaches to implement BPM. Through real-world examples, best practices, LEADing practices and advice from experts, readers will understand how BPM works and how to best use it to their advantage. Cases from industry leaders and innovators show how early adopters of LEADing Practices improved their businesses by using BPM technology and methodology. As the first of three volumes, this book represents the most comprehensive body of knowledge published on business process. Following closely behind, the second volume uniquely bridges theory with how BPM is applied today with the most extensive information on extended BPM. The third volume will explore award winning real-life examples of leading business process practices and how it can be replaced to your advantage. Learn what Business Process is and how to

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get started Comprehensive historical process evolution In-depth look at the Process Anatomy, Semantics and Ontology Find out how to link Strategy to Operation with value driven BPM Uncover how to establish a way of Thinking, Working, Modelling and Implementation Explore comprehensive Frameworks, Methods and Approaches How to build BPM competencies and establish a Center of Excellence Discover how to apply Social BPM, Sustainable and Evidence based BPM Learn how Value & Performance Measurement and Management Learn how to roll-out and deploy process Explore how to enable Process Owners, Roles and Knowledge Workers Discover how to Process and Application Modelling Uncover Process Lifecycle, Maturity, Alignment and Continuous Improvement Practical continuous improvement with the way of Governance Future BPM trends that will affect business Explore the BPM Body of Knowledge

"The Sarbanes-Oxley Act is here to stay. This unique reference not only shows how to achieve compliance with Sarbanes-Oxley, but also guides senior executives and their management teams in assessing the reliability of financial reporting and internal controls to maintain compliance. Unlike other SOX books, it shows how to use the process to reduce risks and improve profitability, shareholder value and operational performance."--BOOK JACKET.Title Summary field provided by Blackwell North America, Inc. All Rights Reserved

This book constitutes the thoroughly refereed post-workshop proceedings of 6 international workshops held in Brisbane, Australia, in conjunction with the 5th International Conference on Business Process Management, BPM 2007, in September 2007. The 45 revised full papers

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presented were carefully reviewed and selected from more than 80 submissions to the following 6 international workshops: Business Process Intelligence (BPI 2007), Business Process Design (BPD 2007), Collaborative Business Processes (CBP 2007), Process-oriented Information Systems in Healthcare (ProHealth 2007), Reference Modeling (RefMod 2007), and Advances in Semantics for Web Services (semantics4ws 2007).

This book constitutes the refereed proceedings of 6 international workshops held in conjunction with the 4th International Conference on Business Process Management, BPM 2006, in Vienna, Austria in September 2006. The 40 revised full papers presented were carefully reviewed and selected from a total of 94 overall submissions to six international workshops.

The motivation behind the conception of this monograph was to advance scientific knowledge about the design and control of workflow processes. A workflow process (or workflow for short) is a specific type of business process, a way of organizing work and resources. Workflows are commonly found within large administrative organizations such as banks, insurance companies, and governmental agencies. Carrying out the tasks of a workflow in a particular order is required to handle one type of case. Examples of cases are mortgage applications, customer complaints, and claims for unemployment benefits. A workflow used in handling mortgage applications may contain tasks for recording the application, specifying a mortgage proposal, and approving the final policy. The monograph concentrates on four workflow-related issues within the area of Business Process Management; the field of designing and controlling business processes. The first issue is how workflows can be adequately modeled. Workflow modeling is an indispensable activity to support any reasoning about workflows. Different

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purposes of workflow modeling can be distinguished, such as system enablement by Workflow Management Systems, knowledge management, costing, and budgeting. The focus of workflow modeling in this monograph is (a) to support simulation and analysis of workflows and (b) to specify a new workflow design. The main formalism used for the modeling of workflows is the Petri net. Many existing notions to define several relevant properties have been adopted, such as the workflow net and the soundness notion.

This book constitutes the refereed proceedings of 12 international workshops held in Tallinn, Estonia, in conjunction with the 10th International Conference on Business Process Management, BPM 2012, in September 2012. The 12 workshops comprised Adaptive Case Management and Other Non-Workflow Approaches to BPM (ACM 2012), Business Process Design (BPD 2012), Business Process Intelligence (BPI 2012), Business Process Management and Social Software (BPMS2 2012), Data- and Artifact-Centric BPM (DAB 2012), Event-Driven Business Process Management (edBPM 2012), Empirical Research in Business Process Management (ER-BPM 2012), Process Model Collections (PMC 2012), Process-Aware Logistics Systems (PALS 2012), Reuse in Business Process Management (rBPM 2012), Security in Business Processes (SBP 2012), and Theory and Applications of Process Visualization (TAProViz 2012). The 56 revised full papers presented were carefully reviewed and selected from 141 submissions.

This management book presents value-driven business process management as a successful discipline to turn strategy into people- and technology-based execution, quickly and at minimal risk. It shows how to achieve high performance successfully in a digital business environment. Static business models do not keep pace with the dynamic changes in our digital world.

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Organizations need a management approach that fits this environment and capitalizes on its opportunities while minimizing the related risks. They need to execute their business strategy fast and reliably. In effect, they have to know how and when to modify or enhance their business processes, which processes are the best candidates for intervention, and how to move rapidly from strategy to execution. This means organizations need to establish business process management as a real management discipline. The importance of process innovation, digital technology and people aspects, process governance, internationalization, emerging processes and the unique situation in mid-market organizations are some of the key topics discussed in this book. It ends with a comprehensive case study and a discussion about what process engineers can learn from jazz musicians.

The BPM (Business Process Management) Conference series has the ambition to be the premier forum for researchers in the area of process-aware information systems. It has a record for attracting contributions in innovative research of the highest quality related to all aspects of business process management including theory, frameworks, methods, techniques, architectures, and empirical findings. BPM 2009 was the 7th instantiation of this series. It took place in Ulm, Germany, September 8–10, 2009, organized by the Institute of Databases and Information Systems of the University of Ulm. This volume contains 17 contributed research papers and two contributed industrial papers selected from 116 submissions from 31 countries. The thorough reviewing process—each paper was reviewed by three to five Program Committee members—was extremely competitive as the acceptance rate of 16% indicates. In addition to the contributed papers, these proceedings contain two papers and an outline documenting the invited keynote talks. Furthermore, a report is included on the collaboration

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structure in BPM research derived from an analysis of papers accepted for all past BPM conferences. In conjunction with the main conference, nine international workshops took place the day before the conference. These workshops fostered the exchange of fresh ideas and experiences between active BPM researchers, and stimulated discussions on new and emerging issues in line with the conference topics. The proceedings with the papers of all workshops will be published in a separate volume of Springer's Lecture Notes in Business Information Processing series.

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