

BPM NEWSLETTER

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EDITORIAL

Returning from an inspiring and exceptionally well organized BPM 2019 in beautiful Vienna, it is time to take a step back and reflect.

It is wonderful to see a maturing and growing BPM community, which is not only reflected by the record number of participants in Vienna, but also by the amazing industry support the conference has attracted.

The maturity of our discipline is also witnessed by the successful establishment of a second conference in the BPM space, our sister conference, the International Conference on Process Mi-

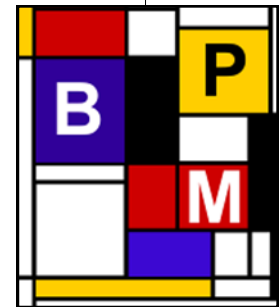
ning (ICPM), held very successfully for the first time in Aachen in June this year. Deadlines in March (for BPM) and in July (for ICPM) gives the BPM community more submission windows in our academic calendars.

It is also time to take a glimpse forward. Next year BPM will be celebrated in Seville, Andalucia, Spain, where we will be enchanted by the cultural wealth of this amazing city. Please find a welcome message by the BPM 2020 General Chairs Manuel Resinas and Antonio Ruiz Cortéz below in this newsletter.

It is now also a very good time to prepare a Workshop proposal for BPM 2020, which traditionally is the first deadline in a few weeks from now, on December 2nd, 2019.

I hope you enjoy reading this newsletter, which brings us back to Vienna with reports by the General Chairs and by the PC Chairs, a celebration of the well-deserved awards and an interview with Pat Geary on one of the hot topics in BPM: Robotic Process Automation.

Best regards,
Mathias Weske



- 1st BPM 2003 Eindhoven
- 2nd BPM 2004 Potsdam
- 3rd BPM 2005 Nancy
- 4th BPM 2006 Vienna
- 5th BPM 2007 Brisbane
- 6th BPM 2008 Milan
- 7th BPM 2009 Ulm
- 8th BPM 2010 Hoboken
- 9th BPM 2011 Clermont-Ferrand
- 10th BPM 2012 Tallinn
- 11th BPM 2013 Beijing
- 12th BPM 2014 Haifa/Eindhoven
- 13th BPM 2015 Innsbruck
- 14th BPM 2016 Rio de Janeiro
- 15th BPM 2017 Barcelona
- 16th BPM 2018 Sydney
- 17th BPM 2019 Vienna
- 18th BPM 2020 Seville
- 19th BPM 2021 Rome



WELCOME TO BPM 2020 IN SEVILLE!

In 2020 the BPM conference moves to the south of Europe, and more specifically to Seville. Seville is the fourth largest city in Spain. Its streets still preserve the cultural wealth of all stages of the long city history. Its old Town, the third largest in Europe contains three UNESCO World Heritage Sites: the Alcázar palace, the Cathedral and the General Archive of Indies, where the historical records of the house of Trade with the American continent are kept.

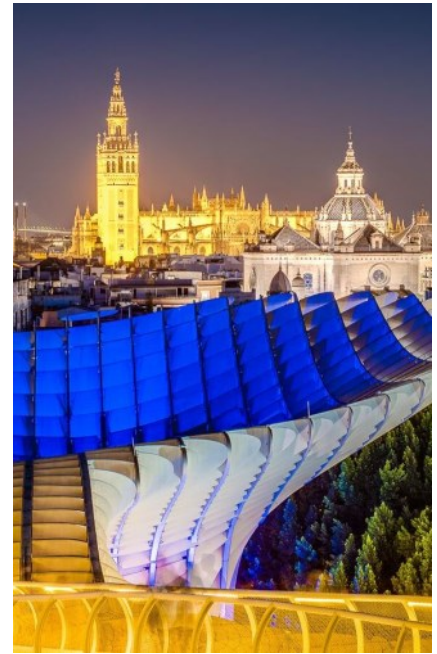
The conference will be organized by the University of Seville, which was established in 1505 and, with more than 70.000 students and 6.800 staff members, is the third largest university in Spain. The University of Seville embraces academia, industry, engineering and science and, with a relevant educational and technological infrastructure, is an intellectual reference in the South of Europe.

The venue of the conference will be the Royal Tobacco Factory, an astonishing 18th-century stone building, which was the first tobacco factory in Europe and home of Carmen, the famous Bizet's opera. Currently, it is

the seat of the rectorate of the University of Seville.

BPM 2020 will put special emphasis on encouraging the principles of transparency, reproducibility and replicability in research and it will continue the track system successfully implemented in BPM 2018. Furthermore, BPM 2020 will feature a set of exciting workshops, a session presenting the best Demos & Resources and a diverse set of forums including the BPM Forum, Industry Forum, Blockchain Forum, and the 1st RPA Forum. Together with the keynotes, tutorials and panel, BPM 2020 will offer a rich, stimulating and enthralling program.

Social events will be also a very important part of BPM 2020. Besides enjoying the fantastic weather of September nights in Seville, you will be able to learn more about the history of the Royal Tobacco Factory, be amazed by the blend of Mudejar, Gothic and Renaissance styles of the Royal Alcazar and its marvelous gardens, and enjoy a wonderful view on the Guadalquivir river while savoring the exquisite Spanish cuisine.



We are very much looking forward to your contribution and hope to see you in Seville next September! Find more information at the conference website: <http://congreso.us.es/bpm2020>

Antonio Ruiz Cortéz, Manuel Resinas
(BPM 2020 General Chairs)



WHY NOT ORGANIZE A WORKSHOP AT BPM 2020?

BPM 2020 is soliciting proposals for one-day or half-day workshops to be held before the main conference. Workshops facilitate the exchange of ideas and experiences among active researchers and stimulate discussions on new and emerging perspectives in line with the conference topics. Workshops may focus on specific research topics or be devoted to applications or standardization issues. Workshop proposals covering broad topics and that expand the scope of topics and paradigms traditionally represented at the BPM conference series are encouraged.

Different criteria will be considered by the workshop chairs for deciding whether or not a proposal is accepted. The workshop proposers should have a strong affinity with the proposed workshop topic and be well connected with experts on that topic. The workshop itself should provide a forum for important, innovative and timely BPM subtopics. The fulfillment of these two criteria should lead to a trustworthy claim to attract more than 10 submissions by workshop proposers. Furthermore, we encourage the workshop proposers to integrate mechanisms in their workshop to stimulate discussion and interaction beyond what



is possible in a plenary conference session.

We aim to accept between 6 to 7 workshops covering a broad spectrum of the BPM research discipline. There will be a negotiation phase in which we seek to consolidate and mark off promising workshop proposals that show overlap. The final decision on the acceptance format of a workshop will be made by the general workshop chairs considering the aforementioned criteria and

the overall impression of the proposal.

Workshop proposals must be submitted as a PDF document to bpm2020-workshops@us.es by December 2nd 2019. Further details about the expected content of workshop proposals can be found on <https://congreso.us.es/bpm2020/calls/workshop/>.

Henrik Leopold (for the BPM 2020 Workshop Chairs)



BPM 2019 — GENERAL CHAIRS' REPORT & THANKS

The following report is structured along BPM 2019 in numbers (for an overview see the Figure). First of all, we want to thank the 485 (!) participants who made this conference a huge success. Their passion for Business Process Management and the community is exceptional. It was a great pleasure to celebrate Business Process Management together with you.

Content-wise, BPM 2019 featured a research program with 23 talks, following the track system as introduced in 2018. Three highly interesting and inspiring keynotes opened the conference days along the tracks:

Kalle Lyytinen provided another look at business process management by focusing on digitalization and organizational routines. Pat Geary gave an excellent introduction to the challenges and opportunities of robotic process automation. Monika Henzinger investigated the state of the art in dynamic graph algorithms, from a formal angle.

The research program was complemented by 13 talks from the BPM forum, 4 tutorials, and one panel. BPM 2019 also paid attention to more practical aspects, featuring 17 talks in the industry forum and 15 demos. BPM

2019, for the first time, offered two additional streams, i.e., the first edition of the Blockchain forum with 11 talks and the first edition of the Central Eastern European forum with 8 talks. The indus-



try forum provided a keynote by Max Pucher and the blockchain forum keynotes by Ingo Weber and Stefan Schulte.

Special attention was paid to cross-fertilization of BPM in other disciplines through 12 innovative workshops with a total number of 56 talks. Moreover, 11 PhD students presented their disserta-

tion projects in the BPM Doctoral Consortium.

The BPM 2019 program was flanked by a rich social program. It started with the workshop reception at the Arkadenhof at the University of Vienna on Monday. Tuesday followed up with the Major's reception at the Vienna City Hall. On Wednesday the conference dinner took the participants to the outskirts of Vienna to the Heurigen Fuhrgasslhuber. A farewell party at the Luftburg in the Vienna Prater and participation of two BPM teams in the Vienna Business Run rounded off the social program of the conference.

The attentive reader might have noticed that one number in the Figure has not been mentioned so far and that is the outstanding number of 15 international sponsors (Platinum: Signavio; Gold: Austrian Center for Digital Production, bizagi, camunda, celonis, FireStar, process4.biz; Silver: Heflo, Just in Time, minit, Papyrus Software, Phactum; Bronze: ConSense, DCR, TIM Solutions). A big shout-out to them!

Behind all these numbers stands the tremendous commitment and excellent work by many people. We start with thanking the chairs of the various tracks, fora, and additional streams for compiling an excellent research, industry, demo, workshop, tutorial, and DC program. Compiling the program would not have been possible without the outstanding job of the numerous reviewers, thank you!

Moreover, the local teams made a terrific organization job. Dressed in red T-shirts they were always there to help. Thank you!

Finally, we thank the BPM steering committee for selecting Vienna as conference venue in 2019 and sharing their valuable experience and advice.

In the end, even if you missed BPM 2019, you can watch the keynotes and the panel here: <https://www.wu.ac.at/wutv>

Jan Mendling and Stefanie Rinderle-Ma (BPM 2019 General Chairs)



BPM 2019 PC CHAIRS' REFLECTIONS

Regarding the compilation of the scientific program of BPM 2019, the key challenge was to continue the success of the track system, which had been introduced at BPM 2018 and implies that the conference hosts tracks for foundations, engineering, and management to accommodate for the diversity of the field. Each track has a dedicated track chair and program committee as well as assesses submissions according to specific evaluation criteria.

As we could draw on the experiences of BPM 2018 as well as fine tune the track system and reviewing process, we aimed at attracting even more submissions than last year, which is an important performance indicator of any scientific conference. Moreover, we hoped to keep up the distribution of submissions across the tracks, which is why we heavily promoted the conference in various sub-communities and included as many high-profile BPM scholars in the program committees as possible. We were very happy to have received 157 full papers almost evenly distributed among the tracks, from which 115 went for review.

After an intense reviewing process, we could accept 23 excellent papers in the main conference. The acceptance rate of 20% turned out to be almost identical among the tracks and connected very well to the conference's quality standards established in the last years. Moreover, we offered 13 author teams to present their ideas in the BPM Forum.

This year, we would like to highlight the extremely high review quality in each track. We are confident that the reviews helped the author teams further develop their work – even and particularly if their papers could not be presented at the conference. The quality was so high that we could not agree on a single person to receive the Best Reviewer Award. That is why we decided to have a Best Reviewer Award per track. The three winners of the BPM 2019 Best Reviewer Award are Søren Debois, Monika Malinova Mandelburger, and Jorge



BPM 2019 PC Chairs Jan Mendling, Max Röglinger, Thomas Hildebrandt, and Boudewijn van Dongen (picture taken on handing out Best Paper Award)

Munoz-Gama. We hope that this decision will be continued in the future and helps keep up the conference's reviewing standards.

In our opinion, the biggest challenges – but also opportunities – ahead are to involve as many people as possible from the diverse sub-communities that deal with process-related topics (e.g., computer science, information systems, management science, organization

science) in the conference and to foster boundary-spanning interactions among these sub-communities. We made good progress in the last years, but there is still room for improvement. We wish the PC Chairs of BPM 2020 best of luck in seizing these opportunities.

Thomas Hildebrand, Boudewijn van Dongen, Maximilian Röglinger, Jan Mendling (BPM 2019 PC Chairs)



BPM 2019 Red Shirts Organization Team, who did a tremendous job!

BPM 2019 BEST PAPER AWARDS

This year's BPM Conference has presented a series of awards. The most prominent ones are traditionally the best paper award and the best student paper award. We received excellent paper submissions this year. For each track, a best paper was identified and nominated for the award. The basis for this nomination were the review results, the review discussions, and the presentation. The nominees for the tracks have been the following papers: Track I: Sara Houhou, Souheib Baair, Pascal Poizat and Philippe Quéinnec: A First-Order Logic Semantics for Communication-Parametric BPMN Collaborations; Track II: Martin Bauer, Han van der Aa and Matthias Weidlich: Estimating Process Conformance by Trace Sampling and Result Approximation; Track III: Michael Rosemann: Trust-aware Process Design.

The PC Chair intensively discussed each of these papers and determined the paper by Sara Houhou, Souheib Baair, Pascal Poizat and Philippe Quéinnec as the winner. The strengths of this paper are an efficient transformation of BPMN to compact formulae, which can be checked fast using the TLA+ Tool. The picture above shows award winner Sara Houhou together with the Program Committee Chairs Thomas Hilde-



BPM 2019 Best Paper Award Winner Sara Houhou, with BPM 2019 PC Chairs

brandt, Boundewijn van Dongen, Maximilian Röglinger, and Jan Mendling.

The best student paper award had as nominees, Track I: Leandro Nahabedian, Victor Braberman, Nicolás D'Ipollito, Jeff Kramer and Sebastian Uchitel: Dynamic Reconfiguration of Business Processes; Track II: Ghalia Tello, Gabriele Gianini, Rabeb Mizouni and Ernesto Damiani: Machine Learning-Based Framework for Log-Lifting in Business Process Mining Applications; Track III: Aygun Shafagatova, Amy Van Looy: Understanding the Alignment of

Employee Appraisals and Rewards with Business Processes.

The best student paper goes to the Track III representative, congratulations!

Max Röglinger and Jan Mendling (for the BPM 2019 PC Chairs)

Following a long-standing tradition, the BPM Conference 2019 in Vienna once again hosted a Demo track. Based on the reviewing process, four demo papers were shortlisted: The Business Process Management Game, POMElog: Generating Event Logs from Unplugged Processes, Action Logger: Enabling Process Mining for Robotic Process Automation, and Simod: A Tool for Automated Discovery of Business Process Simulation Models.

After reviewing the submitted demo papers and assessing the live demo presentations at the BPM Conference, the Demo Chairs unanimously decided to award the BPM 2019 Demo Award to "The Business Process Management Game" by Remco Dijkman and Sander Peters.

Benoît Depaire, Stefan Schulte, Johannes de Smedt (BPM 2019 Demo Chairs)



BPM 2019 Best Student Paper Award Winner Aygun Shafagatova, with BPM 2019 PC Chairs

BPM 2019 TEST OF TIME AWARD

The biennial BPM Test of Time Award honors the paper presented nine or ten years ago at the BPM conference with the highest impact, measured in terms of the number of citations. This year's award considered the papers of BPM 2009 and 2010, together with related journal versions.

There is a clear winner paper, according to the above mentioned measure, but several further contributions from the considered years had quite an impressive impact as well. One of these papers was selected as a runner-up. The contents of the two selected papers have a common core that was a hot topic ten years ago: to apply the concepts and tools developed for business processes to industrial sized applications, thus proving these concepts and tools actually effective.

The winner of the Test of Time Award 2019 is the paper Graph Matching Algorithms for Business Process Similarity Search, by Remco Dijkman, Marlon Dumas, and Luciano García-Bañuelos, presented at BPM 2009.

Graph Matching Algorithms for Business Process Model Similarity Search

Remco Dijkman¹, Marlon Dumas², and Luciano García-Bañuelos^{2,3}

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Abstract. We investigate the problem of ranking all process models in a repository according to their similarity with respect to a given process model. We focus specifically on the application of graph matching algorithms to this similarity search problem. Since the corresponding graph matching problem is NP-complete, we seek to find a compromise between computational complexity and quality of the computed ranking. Using a repository of 100 process models, we evaluate four graph matching algorithms, ranging from a greedy one to a relatively exhaustive one. The results show that the mean average precision obtained by a fast greedy algorithm is close to that obtained with the most exhaustive algorithm.

1 Introduction

As organizations reach higher levels of Business Process Management (BPM) maturity, repositories with hundreds of business process models become increasingly common [18]. For example, the SAP reference model contains over 600 business process models. A similar number of process models can be found in the reference model for Dutch Local Governments [6]. On a larger scale, tool vendors distribute reference model repositories (e.g. the IT Infrastructure Library – ITIL) with over a thousand process models each [5]. These models are used, for example, to document and to communicate internal procedures or to enable the re-design and automation of business processes. In order to effectively fulfil these tasks, tool support is needed to retrieve relevant models from such repositories.

In this paper, we focus on the problem of similarity search in process model repositories: Given a process model or fragment thereof (the *search model*), find those process models in the repository that most closely resemble the search model. The need for similarity search arises in multiple scenarios. For example, when adding a new process model into a repository, similarity search allows one to detect duplication or overlap between the new and the existing process models. Meanwhile, in the context of reference process model repositories, such

¹ See for example CaseWise's ITIL repository (<http://www.casewise.com/Gateway/>)

U. Deyal et al. (Eds.): BPM 2009, LNCS 5701, pp. 46–61, 2009.
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This paper tackles the problem to find, in a large set of models, a model which is most similar to a given model with respect to its structure. The authors pro-

vide several important applications, for example, does a model repository contain (almost) duplicates? Is there a suitable model for a particular process? Unfortunately, process model similarity is an NP-complete task, as models are particular graphs, so precise computation would not be feasible. Instead, there exist heuristic algorithms that provide almost perfect answers, which run quite fast. The authors proved, on a large example set, that the heuristics provide quite good results and that therefore the structural similarity approach is in fact usable in practice.

This outstanding paper was cited, according to google scholar, about 400 times in other papers, which is a very impressive number showing that the contribution initiated a lot of subsequent research.

The runner-up, also presented at BPM 2009, is the paper Instantaneous Soundness Checking of Industrial Business process Models, by Dirk Fahland, Cedric Favre, Barbara Jobstman, Jana Koehler, Niels Lohmann, Hagen Völzer, and Karsten Wolf.

The authors of this paper applied soundness checking tools to 735 available process models from various application domains and showed that the developed tools are really useful in practice and run very fast. Another result was that surprisingly many models from practice contain errors, thus proving that the analysis tools are really important. This paper and a subsequent journal version was cited almost 300 times.

For counting references, I used Google Scholar and Scopus. I acknowledge also the fantastic help of Ine van der Ligt from TU Eindhoven.

Congratulations to the winner and the runner-up. These papers show impressively the impact that our community has been creating!

Jörg Desel (SC member in charge of the Test Of Time Award)



BEST DISSERTATION AWARD: IRENE TEINEMAA

The Best BPM Dissertation Award 2019 goes to Irene Teinmaa for her thesis on Predictive and Prescriptive Monitoring of Business Process Outcomes. The photo shows Irene together with Stefanie Rinderle-Ma who chaired the jury and Ralf Gerstner from Springer who supports this award with a cheque of 1,000 EUR and the opportunity to publish the thesis in the LNBIP series. The Runner-Up was presented to Ilya Verenich for his thesis on Explainable Predictive Monitoring of Temporal Measures of Business Processes.

Jan Mendling, Stefanie Rinderle-Ma (BPM 2019 General Chairs)



CO-LOCATED EVENT FORUM AWARDS



BPM 2019 included three additional forums, to be held for the first time at BPM 2019: the Blockchain Forum, the Central and Eastern Europe Forum and the Industry Forum. Each of these forums determined award winners.

The Best Blockchain Forum Paper Award 2019 was presented to Christopher Klinkmüller, Alexander Ponomarev, An Binh Tran, Ingo Weber and Wil van der Aalst for their work on Mining Blockchain Processes: Extracting Process Mining Data from Blockchain Applications, see photo above.

The winners of the Best Central Eastern European Forum Paper Award 2019

are Gregor Polancic, Pavlo Brin, Saša Kuhar, Gregor Jošt and Jernej Huber

for An Empirical Investigation of the Cultural Impacts on the Business Process Concepts Representations (see photo below, with CEE Forum Chairs Renata Gabryelczyk, Andrea Kö, Tomislav Hernaus and Mojca Indihar Štemberger).

The Business Process Innovation Award was presented to three author teams, led by Andreas Metzger, Stefan Schönig, and Joos, C.A.M. Buijs, respectively.

Jan Mendling (BPM 2019 General Chair)



INTERVIEW WITH PAT GEARY, CHIEF EVANGELIST AT BLUE PRISM, AND INVENTOR OF RPA

Hi Pat, I am glad you take the time for the interview with the BPM Newsletter. Could you please talk about your responsibilities at Blue Prism in the last few years?

Sure, I joined Blue Prism in 2008. We only had 12 employees, and about five customers. I joined as chief marketing officer and I did that role up until last year. Then I became the chief evangelist. My job is to go around the world, explaining the pros and cons and how to get the best from robotic process automation. I invented the term RPA back in 2012. We've got about 1000 employees now at about 2000 customers. So it's been quite a ride during that time.

Absolutely; we see in Gartner reports that Blue Prism is one of the leaders in RPA. So, what are the key capabilities that your company is offering that makes it a leader in this space?

I think mainly, the focus is on enterprise software. So we haven't come from a desktop automation angle. Our key question has always been, how can you democratize enterprise grade automation technology. So our focus is on resilience, security, and governance. It's all those important things. If you don't

have those, you end up with lots of people in the business functions, writing what are essentially scripts without any kind of central control or central management. In a nutshell, our view is democratize software in a well ordered democracy and not in a sort of a state of anarchy.



There is a lot of discussion on RPA and AI. What is the differences between RPA and putting AI into business processes? Is one a subset of the other?

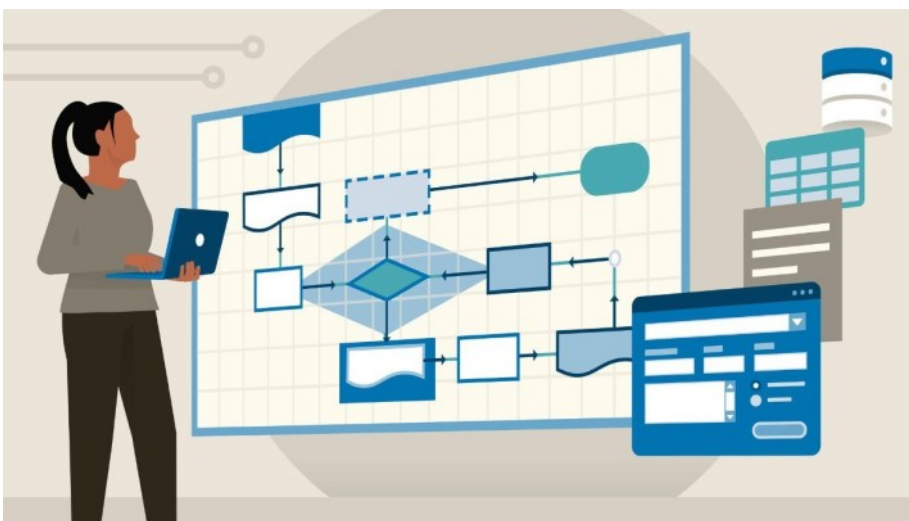
In our world, RPA is the software robot that executes the task. If you need data from a system and you don't have an API, then you build a robot to go and get that data. And it's built by business

people. For instance, if you want to onboard an employee, there can be many, many steps involved. In a typical onboarding process, you'll do background checks, you might do credit scoring. Those things are statistical, BI type applications. You can weave them together using RPA as the executing framework.

So what RPA has become in our world is a platform that allows you to express these new technologies and weave them together into an execution flow. You actually take the action, using data to decide what action to take. And then using machine learning and AI to help improve the quality of that decision making, even automate decision making. With this, a business person can put decisions into a flow, without needing specialist IT software development knowledge, or knowledge of how machine learning technology works. If you want, it's a zero code approach to building AI machine learning into your process flow by simple drag and drop.

In general, there are two notions of business processes. One is more structured, where we have the model, we know everything, easy automation. In case management, the flow is not known. People use email, Dropbox, and the like. So which kind of this technology RPA is suited for? How do you see RPA changing or enhancing both types of processes?

There's a big continuum that you're talking about. There's personal productivity type automation, which is helping someone at their desktop to complete a task. At the other end, you've got straight through processing that may be done in the BPM system, where the rules very seldom change. But there's a massive gap in the middle. And that's where RPA sits, where you don't necessarily know all of the rules that you need in the process. But what you're also trying to do is to codify those rules. What RPA tries to do is to extract over



time, what the structure of the rules really is. And it does it through an iterative exception management process. So you don't try and build 100% of the rules straightaway, you do a Pareto 80/20 rule. Because the rules engine is so business user friendly, you can literally update the rules every day, as you develop a new story. If you find a new process step that you hadn't considered before, just add it. So it's more dynamic than the static view of processes. And yet, it's not as fragile as just giving users a basic tool that helps them to partially automate that task.

So, over time, we're trying to help codify people's processes, but make it at the speed of their business. Because the stuff that's in the IT, built BPM systems, it's too expensive and too slow to change. And the stuff that runs on people's desktops is too brittle. And it's an old state, and it's a managed and controlled. And it's very difficult to know who built what, where. We've created a new platform that sits in the middle of that, and strives to take up where the BPM systems have left off. And to really allow people to improve the process for the company and not just their own personal productivity.

So the value is that we are automating continuously based on learning. This leads to process mining, because process mining is also about looking at the data and basi-

cally generating the model that could be automated.

I think they're all useful tools, but you can't rely on one or the other alone. The problem is that for most of the processes only one path of them is actually discovered. But there are so many different ways that people do the same process.

On one end you see the Lean Six Sigma approach, where you try to tie down the ultimate process. At the other end, you try to discover the existing process which is a starting point. However, what we found with our clients is that the best way is to let the experts define the core of the process. It is very difficult to discover the whole process definition in one go. Because there are very few processes that have thousands of steps times thousands of business rules, and trying to capture them all is very complex problem. We believe that human in loop is important for both process evaluation and optimization. Humans are good at understanding the complexity of interdependences between process steps and the context of business rules. In addition, a lot of process mining tools are very expensive.

Thank you for all your insight about this emerging topic, both at the conference

and in the interview. If you have any advice to the research community on what kind of challenges they need to tackle in this area, it will be great.

Too much of what software vendors talk about is not substantiated with business results yet. Our clients use a very interesting metric, i.e., number of hours given back to the business (meaning how many hours of work were done by people that are now automated by RPA). For example, using RAP, a process that took a person 30 minutes, it is now done in two minutes. I believe that a very research direction is measuring the benefits of RPA including both hard and soft benefits. Because that is what people are really most interested in at the end of the day, what return do they get from investing in RPA.

Many thanks, I appreciate it very much, also on behalf of the community.

Interview by Boualem Benatalah, edited by Mathias Weske

Transcribed by <https://otter.ai>



1ST EDITION OF BPM ITALIAN FORUM

On 13 September 2019, the Italian community working on BPM-related topics gathered “under the same roof” for the first time. BPMItaly 2019 was hosted by the University of Bologna, and organized by invitation. We would have never expected such a massive response from the community: 42 participants coming from more than 20 research nodes all over Italy!

Each research node had the chance of presenting ongoing and prospective research in business process management. This witnessed that the Italian community is vibrant and very actively working on a number of relevant challenges, both from the foundational and applied perspective.

The event included presentations covering a wide range of research problems, from trace clustering, process discovery and conformance checking to operational decision support, from social BPM to accountability and resilience, from multi-perspective process modelling and mining to automated reasoning and verification, from process model re-

positories to predictive process monitoring techniques, distributed monitoring platforms, IoT, and blockchain.

The last part of the event was dedicated to the future of this initiative. First and foremost, the participants collectively decided to continue with future editions of BPMItaly with a conference-style system open to contributions coming from Italy and abroad, and encouraging two types of submissions: original contributions and extended abstracts of already published results.

Leveraging the fact that ICPM 2020 will be held in Padova, the next edition of the forum will be co-located there. Daniele Theseider Dupré (Università del Piemonte Orientale) and Andrea Marrella (Sapienza Università di Roma) will be the Program Chairs. For similar reasons, the 2021 BPM Italian Forum will be co-located with BPM 2021 in Rome.

The participants also reached a consensus for an action plan for the future activities of the community: (1) a map of the ongoing Italian teaching

activities and research lines relevant for BPM, (2) the creation of a repository of models and logs coming from the territory and to be opened to the entire community, and (3) ways to engage with the industry.

In addition, we noticed that the participating nodes were representatives for the foundations and engineering of BPM, while the management component was largely absent at this first event. A dedicated action will be taken on this, so as to properly reflect all three BPM pillars. More information about this and future events of the BPM Italian community is available at <http://www.bpmitaly.org>.

Federico Chesani and Paola Mello (University of Bologna),

Massimiliano de Leoni (University of Padova),

Chiara Di Francescomarino and Chiara Ghidini (FBK-IRST, Trento),

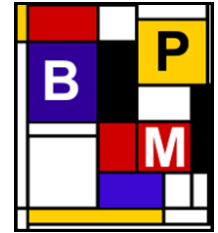
Marco Montali (Free University of Bozen-Bolzano)



PUBLISHED BY THE STEERING COMMITTEE OF THE BPM CONFERENCE SERIES

Wil van der Aalst, Boualem Benatallah, Jörg Desel, Marlon Dumas, Jan Mendling, Manfred Reichert, Stefanie Rinderle-Ma, Michael Rosemann, Shazia Sadiq, Barbara Weber and Mathias Weske (chair).

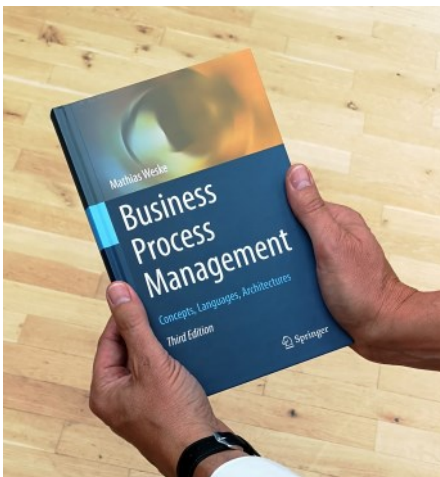
<http://bpm-conference.org>



This newsletter is an activity of the BPM conference series. The goal is to further strengthen the BPM community. This newsletter will appear twice per year. Input for the next newsletter is welcome (e.g. activities related to the BPM conference, interviews, contests, new datasets, tools, etc.); please contact mathias.weske@hpi.de

ACTIVITIES OF THE COMMUNITY

The **Third Edition of the BPM Book** by Weske has been published. To reflect recent developments in business process management research and practice, a new Chapter 5: Business Decision Modelling has been added. The book now also discusses related decision soundness criteria. The renewed interest in choreographies that has been spawn by work on blockchains and business processes have led to an overhaul of the choreography chapter. The book is now clearer in several places,



and some errors that survived the 2nd edition revision have now been fixed. <https://www.springer.com/de/book/9783662594315>

In the last week of September 2019, the **First Japanese Process Mining conference** took place in Tokyo. This coincided with the presentation of the Japanese translation of my book "Process

Mining: Data Science in Action". This first conference attracted over 500 registered participants. This is a remarkable success, because there are just a few people working on Business Process Management (BPM). However, process mining fits well with the Japanese culture and way of working. Japan is well-known for its leading role in quality management, lean manufacturing, and process improvement. After the Second World War, Japan decided to make quality improvement a national imperative as part of rebuilding their economy. This resulted in an amazing quality and productivity boost. The Toyota Production System is a well-known example of this. Lean management also emerged from the Japanese manufacturing industry as a means to minimize of waste without sacrificing productivity.

Despite Japan's leadership in quality management, lean manufacturing, and process improvement, there has been surprising little attention for BPM. How-

ever, process mining has the potential to dramatically change this, because the traditional strengths of Japan provide an excellent match with the topic of process mining. The conference had talks by representatives from Impress Cooperation, KDDI Cooperation, NTT Data Intramart, Heart Core, Celonis, SAP, UiPath, Signavio, Protiviti, KPMG, and others. I was invited to give the opening keynote to introduce the conceptual foundations of process mining.

I also gave a second talk to reflect on the scientific and practical challenges. The conference concluded with a panel that was based on questions from the audience. The atmosphere during the conference was very positive. Given Japan's history in quality and production management there is a huge potential for BPM. I hope that our BPM conference series is able to visit Japan in a few years.

Wil van der Aalst

