

**In Conjunction with CAiSE'07**  
**The 8<sup>th</sup> Workshop on Business Process Modeling,**  
**Development, and Support**

**BPMDS'07**

***Adequate Design of Business Processes and Support Systems:  
Reusability, Best Practices, Theory, ... – are They the Right Answers?***

**11-12 June 2007, Trondheim, Norway**

**Abstract**

Adequate process design means that a process will have the ability to fulfil its stakeholders' expectations. The objectives of the workshop are to clarify these expectations, to develop metrics to decide whether a design is adequate or not and to investigate means to achieve an adequate design. Different means such as "best practices", reuse and theoretical approaches will be investigated and compared.

**Motivation**

The [BPMDS series of workshops](#) was designed according to the following principles:

1. A workshop should serve as a meeting place for researchers and practitioners in two fields:
  - a. business development and
  - b. business applications (software) development
2. Each workshop has its own, relatively narrow focus to facilitate meaningful discussions and brainstorming.

Organizations change for many reasons, e.g. strategic, environmental, operational. At the same time, they undergo the effects of the rapid evolution of information and communication technologies (ICT). In recent years, ICT have been positioned as a strategic resource to support the transformation of businesses. The coordinated design of business processes and their support systems became a strategic issue for all enterprises, which identified information as an essential resource for creating value. BPMDS'04 was devoted to this subject (see, <http://www.ibissoft.se/events/bpmids04/bpmids04.htm>).

During the last two workshops (BPMDS'05, BPMDS'06), we focused on the issue of flexibility in business processes and their support systems. In the next workshop we will discuss the broader issue of what it means to design an adequate process and its support systems. Adequacy can be measured with respect to the goals of the stakeholders of the business process.

**Adequate Business Process Design**

Typical goals that are named in connection with business process (support) design are productivity, quality, efficiency, flexibility and conformance with formal and legal rules such as ISO 20000 or SOX. Are they the only ones? Typical means that are named in this context are

“best practices”, reuse and theoretical approaches. Are they the right means for achieving these goals?

The main issues that will be addressed in the workshop are:

- A. What does adequate design mean?
- B. How to determine whether a design is adequate or not?
- C. What means can be employed to achieve adequate design?

In particular, we want to examine typical concepts used in relation with process design, such as, reuse, theoretical approaches and even buzz-words for instance, “best practices”. Reusability is often considered as a highly desired property of the designed processes and their support systems. "Best practices" are often used by practitioners to promote design techniques that are supposed to have been proven in practice, but it is not clear why they are "the best" as their name may suggest, and whether they can be transferred from one organization to another. The need to have the “right” theoretical approach represents the other extreme promoted by researchers who advance theoretical frameworks for design. These often suffer from being impractical and unscalable.

## Topics for Discussion

The topics include, but are not limited to:

- Is adequacy of design contextual? Is it dynamic? Is it time-dependent?
- What happens to adequacy when a process is modified, e.g. merged, integrated, segmented?
- Theoretical bases of "best practices" and their use for the design of business processes and their support systems;
- "Best practices:" are they really best?
- Importance of reuse (i.e., design for reuse and design by reuse) in the coordinated design of business processes and their support systems.
- Relationships between adequate design and business/IS alignment
- Methods and concepts to achieve or verify the compliance of processes with formal and/or legal rules and standards.
- Theory-based methods for business process and supporting system design and their scalability.

However, any other topic related to adequate design of business processes and support systems is also of interest.

## Submissions

Prospective workshop participants are invited to submit a position paper related to one or more of the main topics. The paper selection will be based upon the relevance of a paper to the main topics, as well as upon its quality and potential to generate relevant discussion. Papers should be emailed to [Selmin.Nurcan@univ-paris1.fr](mailto:Selmin.Nurcan@univ-paris1.fr).

## Form

The aim of the workshop is discussions, rather than presentations. To this end, position papers of up to 2500 words are sought. A position paper does not necessarily need to include answers to the

problems described above. Position papers that raise relevant questions, or describe successful or unsuccessful practice, or describe experience will all be welcome. Short papers of up to 1000 words can also be submitted, and will be assigned a 10 minutes presentation. All papers will be published on our website before the workshop, so that everybody can learn about the problems that are important for other participants.

## **Expected Results**

Accepted papers will be published in the CAiSE'07 workshops proceedings.

Based on the discussions, a working document will be produced to summarize the results and outline the promising directions in the field.

After the workshop, the workshop material together with a selection of the best papers will be considered for publishing in a special issue of an international journal.

## **Important Dates**

Submission deadline: 9 March 2007 (extended)

Notification of acceptance: 9 April 2007

Camera-ready papers due: 24 April 2007

## **Organizers**

[Selmin Nurcan](#) is an associate professor at the Business School of the University Paris 1 Panthéon Sorbonne and a researcher at the 'Centre de Recherche en Informatique' (CRI). She has a Ph.D and an engineer degree in Computer Science. Her research activities include enterprise computing, business process management, change modelling, business/IS alignment, process (re)engineering and IS engineering. She has actively participated to research projects in collaboration with the industry.

[Gil Regev](#) is a researcher at the school of computer and communication sciences of the Ecole Polytechnique Fédérale de Lausanne (EPFL). Gil has a Ph.D. in Computer and Communication Science, in which he developed a systemic method for defining early IT system requirements. Gil has 9 years of industrial experience in the software industry. His research interests are in the areas of Requirements Engineering and Enterprise Architecture.

[Rainer Schmidt](#) is a professor for business information systems at the Aalen University for Applied Sciences. He has a Ph.D. in Computer Science, in which he developed concepts for the support of business processes by component-oriented software systems. Rainer has industrial experience as management consultant and researcher. His current research areas are processes in the service management area and their support.

[Pnina Soffer](#) is a lecturer in the MIS department in the University of Haifa in Israel. She has a Ph.D. in Industrial Engineering, in which she developed a requirement-driven approach to the alignment of enterprise processes and an ERP system. Pnina has industrial experience as a production engineer and as an ERP consultant. Her current research areas are process modeling and requirements engineering.

## **Industrial Advisory Board:**

Iliia Bider, PhD - Director R&D of IbisSoft, a consulting business based company in Stockholm, Sweden. The company specializes in the borderland between Management and IT, the main focus being on organization of operative work in non-manufacturing business processes. Iliia is also the Industry Editor of the Business Process Management Journal

Ian Alexander, Scenario Plus, London, specialises in Requirements Engineering consultancy and training. His books include 'Writing Better Requirements' and 'Scenarios, Stories, Use Cases'. He has published many papers, and edits Requirements Quarterly, the newsletter of the BCS RESG.

Lars Taxén, PhD – Has more than 30 years of experience in the telecom industry, where he has held several positions related to processes and information systems. His thesis concerns the coordination of large, globally distributed development projects with focus on ‘soft’ issues like sense-making. He has published in various conference proceedings, journals and book chapters and is now active as a researcher and consultant.

## **Workshop Program Committee**

Wil van der Aalst - Eindhoven University of Technology, The Netherlands

Ian Alexander – Scenario Plus, UK

Iliia Bider – IbisSoft, Stockholm, Sweden

Signe Ellegaard Borch - IT University of Copenhagen, Denmark

Stewart Green - University of the West of England, UK

Elke Hochmüller, Carinthia Tech Institute, Austria

Paul Johannesson - Royal University of Technology, Stockholm, Sweden

Marite Kirikova - Riga Technical University, Latvia

Nikolaus Kleiner, DaimlerChrysler Research, Berlin, Germany

Agnes Koschmider, University of Karlsruhe

Peri Loucopoulos - University of Manchester, UK

Jan Mendling - Vienna University, Austria

Murali Mohan Narasipuram, City University of Hong Kong

Selmin Nurcan - University Paris 1 Pantheon Sorbonne, France

L.F. Pau - Erasmus University, Netherlands

Jan Recker - Queensland University of Technology, Brisbane, Australia

Gil Regev – Ecole Polytechnique Fédérale, Lausanne, Switzerland

Manfred Reichert - University of Twente, Enschede, The Netherlands

Peter Rittgen - University College of Borås, Sweden

Michael Rosemann - Queensland University of Technology, Brisbane, Australia

Rainer Schmidt - University of Applied Sciences, Aalen, Germany

Pnina Soffer – University of Haifa, Israel

Markus Strohmaier – University of Toronto, Canada

Lars Taxén - Linköping University, Sweden

Jelena Zdravkovic - Royal University of Technology, Stockholm, Sweden

Michael zur Muehlen - Stevens Institute of Technology, USA

## **References**

### **On the adequacy of modeling techniques:**

Bider I. Choosing Approach to Business Process Modeling - Practical Perspective. Inconcept, issue 34 (2005): <http://www.inconcept.com/JCM/January2005/IBider.html>

Barrios, J., Nurcan, S. Model Driven Architectures for Enterprise Information Systems. the 16th Conference on Advanced Information Systems Engineering, (CAISE'04), Springer Verlag (pub) , June 7-9, 2004, Riga, Latvia. [http://crinfo.univ-paris1.fr/users/nurcan/pdf/CAISE2004\\_preliminary.pdf](http://crinfo.univ-paris1.fr/users/nurcan/pdf/CAISE2004_preliminary.pdf)

Nurcan, S., Edme. M.-H. Intention Driven Modelling for Flexible Workflow Applications. Special issue of the Software Process: Improvement and Practice Journal on "Business Process Management, Development and Support", 10:4, 2005. [http://crinfo.univ-paris1.fr/users/nurcan/pdf/SPIP05\\_preliminary.pdf](http://crinfo.univ-paris1.fr/users/nurcan/pdf/SPIP05_preliminary.pdf)

**In connection with best practices:**

Malone, T., Crowston, K., Lee J., Pentland, B., Dellarocas C., Wyner, G., Quimby, J., Osborn, C., Bernstein, A., Herman, G., Klein, M., and O'Donnell, E. "Towards a Handbook of Organisational Processes", Management Science, Vol 45, No 3, pp. 425-443, 1999.

Andersson B., Bider I., Johannesson P. and Perjons E. Towards a Formal Definition of Goal-Oriented Business Process Patterns. Business Process Management Journal (BPMJ), V11(6), 2005. <http://www.ibissoft.se/publications/Patterns.pdf>