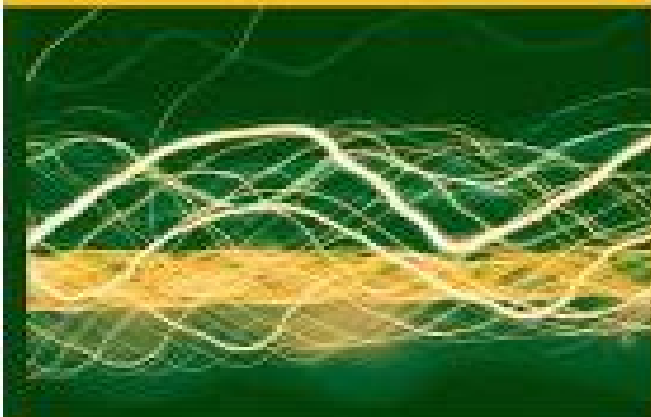




Albert Fleischmann
Werner Schmidt
Christian Stary
Stefan Obermeier
Egon Börger

Subject-Oriented Business Process Management



Springer

Subject Oriented Business Process Management



**Michael Freitag, Aseem Kinra, Herbert
Kotzab, Hans-Jörg Kreowski, Klaus-
Dieter Thoben**

Subject Oriented Business Process Management:

Subject-Oriented Business Process Management Albert Fleischmann, Werner Schmidt, Robert Singer, Detlef Seese, 2011-08-12 This book constitutes the thoroughly refereed post proceedings of the Second International Conference on Subject Oriented Business Process Management S BPM ONE 2010 held in Karlsruhe Germany in October 2010 The 10 revised full papers presented together with one invited keynote paper and three panel statements were carefully reviewed and selected from initially 17 submissions The papers present innovative cross disciplinary ideas concepts methods tools and results in foundational and applied research as well as studies on the realization of such innovations in the real world all based on the promising new paradigm of subject oriented business process management *S-BPM ONE: Setting the Stage for Subject-Oriented Business Process Management* Hagen Buchwald, Albert Fleischmann, Detlef Seese, Christian Stary, 2010-11-19 This volume contains a selection of papers from the First Workshop on Subject Oriented Business Process Management S BPM ONE Establishing a multi and cross disciplinary interchange of underlying and applied concepts successful application studies and innovative development ideas the workshop emphasized the proactive realization of role or actor oriented modeling on the basis of exchanging messages when accomplishing tasks The workshop was organized as a forum for the discussion of foundations achievements reflections and further developments In this way its contributions not only addressed the current state of the art but also the various lines of research and development either running or planned The state of the art is reflected in terms of concepts modeling language and tool features on the one hand On the other hand it is reflected through the discussion of industrial case studies These indicate the current practice when implementing the subject oriented BPM paradigm in industrial settings By challenging conceptual foundations they also allow us to define a common ground for future developments in research and practice The S BPM ONE contributions focus on challenges arising from the evolution of service oriented architectures and the need for more flexible business organizations The latter require coherent and adaptive representation and processing techniques for business process modeling and execution Corresponding technologies have to be grounded in theories of computer science in order to provide an adequate infrastructure for thorough BPM including technology enhanced change management

Subject-Oriented Business Process Management. Models for Designing Digital Transformations Matthes Elstermann, Matthias Lederer, 2024-10-29 This book constitutes the refereed post proceedings of the 15th International Conference on Subject Oriented Business Process Management S BPM ONE 2024 held in Weiden Germany during May 21-22 2024 The 14 full papers and 8 short papers included in this book were carefully reviewed and selected from 30 submissions These papers have been organized in the following topical sections Processes And Data Subject Oriented Modeling Philosophy and Technology Processes and Sustainability Good Process Practices

Subject-Oriented Business Process Management Albert Fleischmann, Werner Schmidt, Christian Stary, Stefan Obermeier, Egon Börger, 2012-10-31 Activities performed in organizations are coordinated via communication

between the people involved The sentences used to communicate are naturally structured by subject verb and object The subject describes the actor the verb the action and the object what is affected by the action Subject oriented Business Process Management S BPM as presented in this book is based on this simple structure which enables process oriented thinking and process modeling S BPM puts the subject of a process at the center of attention and thus deals with business processes and their organizational environment from a new perspective meeting organizational requirements in a much better way than traditional approaches Subjects represent agents of an action in a process which can be either technical or human e g a thread in an IT system or a clerk A process structures the actions of each subject and coordinates the required communication among the subjects S BPM provides a coherent procedural framework to model and analyze business processes its focus is the cooperation of all stakeholders involved in the strategic tactical and operational issues sharing their knowledge in a networked structure The authors illustrate how each modeling activity through the whole development lifecycle can be supported through the use of appropriate software tools The presentation style focuses on professionals in industry and on students specializing in process management or organizational modeling Each chapter begins with a summary of key findings and is full of examples hints and possible pitfalls An interpreter model a toolbox and a glossary summarizing the main terms complete the book The web site www.i2pm.net provides additional software tools and further material

Subject-Oriented Business Process Management a Complete Guide Gerardus Blokdyk, 2018-08-24 What is the total cost related to deploying Subject oriented business process management including any consulting or professional services To what extent does management recognize Subject oriented business process management as a tool to increase the results Is the Subject oriented business process management process severely broken such that a re design is necessary in other words can we track that any Subject oriented business process management project is implemented as planned and is it working What are all of our Subject oriented business process management domains and what do they do This valuable Subject oriented business process management self assessment will make you the established Subject oriented business process management domain leader by revealing just what you need to know to be fluent and ready for any Subject oriented business process management challenge How do I reduce the effort in the Subject oriented business process management work to be done to get problems solved How can I ensure that plans of action include every Subject oriented business process management task and that every Subject oriented business process management outcome is in place How will I save time investigating strategic and tactical options and ensuring Subject oriented business process management costs are low How can I deliver tailored Subject oriented business process management advice instantly with structured going forward plans There s no better guide through these mind expanding questions than acclaimed best selling author Gerard Blokdyk Blokdyk ensures all Subject oriented business process management essentials are covered from every angle the Subject oriented business process management self assessment shows succinctly and clearly that what needs to be clarified to

organize the required activities and processes so that Subject oriented business process management outcomes are achieved Contains extensive criteria grounded in past and current successful projects and activities by experienced Subject oriented business process management practitioners Their mastery combined with the easy elegance of the self assessment provides its superior value to you in knowing how to ensure the outcome of any efforts in Subject oriented business process management are maximized with professional results Your purchase includes access details to the Subject oriented business process management self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows you exactly what to do next Your exclusive instant access details can be found in your book You will receive the following contents with New and Updated specific criteria The latest quick edition of the book in PDF The latest complete edition of the book in PDF which criteria correspond to the criteria in The Self Assessment Excel Dashboard and Example pre filled Self Assessment Excel Dashboard to get familiar with results generation plus an extra special resource that helps you with project managing INCLUDES LIFETIME SELF ASSESSMENT UPDATES Every self assessment comes with Lifetime Updates and Lifetime Free Updated Books Lifetime Updates is an industry first feature which allows you to receive verified self assessment updates ensuring you always have the most accurate information at your fingertips *Subject-Oriented Business Process Management. Dynamic Digital Design of Everything - Designing or being designed?* Matthes Elstermann, Stefanie Betz, Matthias Lederer, 2022-11-14 This book constitutes the refereed proceedings of the 13th International Conference on Subject Oriented Business Process Management S BPM ONE 2022 held in Karlsruhe Germany during June 29 July 1 2022 The 7 full papers and 4 short papers included in this book were carefully reviewed and selected from 15 submissions They were organized in topical sections as follows technology application and short papers

Subject-Oriented Business Process Management. Process Customer Satisfaction and Process Excellence

Matthes Elstermann, Matthias Lederer, 2025-10-26 This book constitutes the refereed proceedings of the 16th International Conference on Subject Oriented Business Process Management S BPM ONE 2025 held in Weiden Germany during July 2 3 2025 This year's motto was Process Customer Satisfaction and Process Excellence The 12 full papers and 4 short papers included in this book were carefully reviewed and selected from 29 submissions They were organized in following topical sections Subject Oriented Modeling Philosophy and Technology and Human or Artificial Intelligence in BPM

Subject-Oriented Business Process Management. The Digital Workplace - Nucleus of Transformation Michael

Freitag, Aseem Kinra, Herbert Kotzab, Hans-Jörg Kreowski, Klaus-Dieter Thoben, 2020-11-26 This book constitutes the refereed proceedings of the 12th International Conference on Subject Oriented Business Process Management S BPM ONE 2020 held in Bremen Germany in December 2020 Due to the COVID 19 pandemic the conference was held online The 10 full papers and 5 short papers were thoroughly reviewed and selected from 25 submissions The volume also presents 1 keynote paper The papers are thematically organized according to the following sections subject oriented business processing syntax and

semantics cyber physical and assistance systems process mining and the Internet of actors and behaviors Industry 4 0 various views on business process management **S-BPM Illustrated** Albert Fleischmann, Stefan Raß, Robert Singer, 2013-07-24 S BPM stands for subject oriented business process management and focuses on subjects that represent the entities people programs etc that are actively engaged in processes S BPM has become one of the most widely discussed approaches for process professionals Its potential particularly lies in the integration of advanced information technology with organizational and managerial methods to foster and leverage business innovation operational excellence and intra and inter organizational collaboration Thus S BPM can also be understood as a stakeholder oriented and social business process management methodology In this book the authors show how S BPM and its tools can be used in order to solve communication and synchronization problems involving humans and or machines in an organization All the activities needed in order to implement a business process are shown step by step it starts by analyzing the problem continues with modeling and validating the corresponding process and finishes off by embedding the process into the organization The final result is a workflow that executes the process without the need for any programming To this end in the first step a very simple process is implemented which is subsequently extended and improved in adaption projects because additional problems have to be solved This approach reflects the organizational reality in which processes must always be changed and adapted to new requirements This is a hands on book written by professionals for professionals with a clear and concise style a wealth of illustrations as the title suggests and focusing on an ongoing example with a real industrial background Readers who want to execute all the steps by themselves can simply download the S BPM tool suite from the [www i2pm net](http://www.i2pm.net) website

Subject-oriented Business Process Management Matthes Elstermann, Matthias Lederer, 2025 This book constitutes the refereed post proceedings of the 15th International Conference on Subject Oriented Business Process Management S BPM ONE 2024 held in Weiden Germany during May 21 22 2024 The 14 full papers and 8 short papers included in this book were carefully reviewed and selected from 30 submissions These papers have been organized in the following topical sections Processes And Data Subject Oriented Modeling Philosophy and Technology Processes and Sustainability Good Process Practices

Subject-Oriented Business Process Management. Models for Designing Digital Transformations Matthes Elstermann, Anke Dittmar, Matthias Lederer, 2023-07-31 This book constitutes the refereed proceedings of the 14th International Conference on Subject Oriented Business Process Management S BPM ONE 2023 held in Rostock Germany during May 31 June 1 2023 The 10 full papers and 9 short papers included in this book were carefully reviewed and selected from 24 submissions They were organized in topical sections as follows management issues and people development and requirements modeling technology and infrastructure

Subject-Oriented Business Process Management. Process Customer Satisfaction and Process Excellence Matthes Elstermann, Matthias Lederer, 2025-12-09 This book constitutes the refereed proceedings of the 16th International Conference on Subject Oriented Business Process Management S BPM

ONE 2025 held in Weiden Germany during July 2 3 2025 This year s motto was Process Customer Satisfaction and Process Excellence The 12 full papers and 4 short papers included in this book were carefully reviewed and selected from 29 submissions They were organized in following topical sections Subject Oriented Modeling Philosophy and Technology and Human or Artificial Intelligence in BPM Subject-Oriented Business Process Management. Models for Designing Digital Transformations Matthes Elstermann,Anke Dittmar,Matthias Lederer,2023 This book constitutes the refereed proceedings of the 14th International Conference on Subject Oriented Business Process Management S BPM ONE 2023 held in Rostock Germany during May 31 June 1 2023 The 10 full papers and 9 short papers included in this book were carefully reviewed and selected from 24 submissions They were organized in topical sections as follows management issues and people development and requirements modeling technology and infrastructure S-BPM ONE -- Scientific Research Alexandros Nanopoulos,Werner Schmidt,2014-04-08 This book constitutes the thoroughly refereed scientific proceedings of the 6th International Conference on Subject Oriented Business Process Management S BPM ONE 2014 held in Eichst tt Germany in April 2014 The 13 papers presented in this volume were carefully reviewed and selected from 43 contributions They explore the many facets of network driven business process management in particular issues related to correctness interchange and transformation of business models as well as dynamic handling of changes through agile process management

Subject-Oriented Business Process Management. Dynamic Digital Design of Everything - Designing Or Being Designed? Matthes Elstermann,Stefanie Betz,Matthias Lederer,2022 This book constitutes the refereed proceedings of the 13th International Conference on Subject Oriented Business Process Management S BPM ONE 2022 held in Karlsruhe Germany during June 29 July 1 2022 The 7 full papers and 4 short papers included in this book were carefully reviewed and selected from 15 submissions They were organized in topical sections as follows technology application and short papers

Business Process Management Workshops Marcello La Rosa,Pnina Soffer,2013-01-26 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 **Enterprise, Business-Process and Information Systems Modeling** Adriano Augusto,Asif Gill,Selmin Nurcan,Iris Reinhartz-Berger,Rainer Schmidt,Jelena Zdravkovic,2021-06-16 This book contains the proceedings of two long running

events held along with the CAiSE conference relating to the areas of enterprise business process and information systems modeling the 22nd International Conference on Business Process Modeling Development and Support BPMDS 2021 and the 26th International Conference on Exploring Modeling Methods for Systems Analysis and Development EMMSAD 2021 The conferences were planned to take place in Melbourne Australia during June 28 29 2021 but changed to an online format due to the COVID 19 pandemic For BPMDS 10 full papers and 1 short paper were carefully reviewed and selected for publication from a total of 26 submissions for EMMSAD 13 full papers and 1 short paper were accepted from 34 submissions The papers were organized in topical sections as follows BPMDS Improving event data quality in coherence with business requirements enhancing the value of data in processes improvement event stream and predictive monitoring modeling languages and reference models EMMSAD Enterprise modeling handling models and modeling methods threat and evidence modeling and model driven engineering and applications

S-BPM ONE - Learning by Doing - Doing by Learning Werner Schmidt, 2011-10-09 This book constitutes the refereed proceedings of the Third International Conference on Subject Oriented Business Process Management S BPM ONE 2011 held in Ingolstadt Germany in September 2011 The papers feature the analysis modeling implementation execution and management of interaction patterns with an explicit stakeholder focus and also embrace themes pertaining to the engineering and management of systems and organizations particularly with respect to the areas of interaction culture process aware information systems strategic alignment and governance structures

Handbook on Business Process Management 2 Jan vom Brocke, Michael Rosemann, 2014-08-28 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 BPM 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 BPM expertise that is unique in its coverage of the most critical success factors of BPM The second edition of this handbook has been significantly revised and extended Each chapter has been updated to reflect the most current developments This includes in particular new technologies such as in memory data and process management social media and networks A further focus of this revised and extended edition is on the actual deployment of the proposed theoretical concepts This volume includes a number of entire new chapters from some of the world's leading experts in the domain of BPM

Business Process Management: Current Applications and the Challenges of Adoption Renata Gabryelczyk, Tomislav Hernaus, 2020-01-01 Business Process Management BPM has been evolving for over

25 years in information systems research management science and organizational practice Vom Brocke Mendling 2018 The earliest characteristics of BPM concentrated around process analysis improvement and control in a less strict manner that required reengineering Elzinga Horak Lee Bruner 1995 More mature approaches observed since the year 2000 have been promoting the so called process thinking i.e. managing an organization from a process based point of view These approaches emphasize that process and team work oriented organizational structures should be aligned with other management systems Process management should be holistic by its nature so as to cover an entire organization Although BPM researchers stressed the need for system thinking at that time published literature distinguished two perspectives of looking at BPM the organizational perspective and the technological perspective of BPM From the organizational perspective authors focused on a number of key factors i.e. process governance a process based organizational structure concept customer orientation of internal and external processes managing an organization based on process outputs building process relations and improving process maturity throughout the customer value chain as well as through strategically aligning process initiatives to organizational objectives From the technological perspective the key factors of interest to authors referred to as BPMS Business Process Management System include IT methods techniques and tools that support the designing implementation modeling and simulation of business processes and are considered to be an extension of classical workflow systems or an environment for designing management support IT systems e.g. ERP class systems An integrated and interdisciplinary approach was proposed in the framework of six core BPM elements required for the holistic and sustainable use of process management Rosemann Vom Brocke 2010 These include strategic alignment governance methods information technology people and culture In this sense technology is only one of six closely interrelated elements Currently there are two distinct directions in the evolution of BPM traditional BPM and digital BPM The former encompasses methods techniques and systems that traditionally lead to increased organizational efficiency and to improved process effectiveness and flexibility Although studies on BPM have been continuously evolving some research gaps still remain open The traditional understanding of process management seems particularly vital to organizations in developing economies which sometimes follow practices and models that were designed and tested in highly developed countries but should also be committed to drawing on their own experience and understanding of their local business environment Gabryelczyk Roztock 2018 Research on BPM in this traditional focus is still needed to better document implement and improve idiosyncratic business processes in the context of an organization environment culture and country This is also confirmed by research conducted under the JEMI Special Issue on Business Process Management Besides the traditionally shaped approach to BPM organizations increasingly treat BPM as a driver of organizational innovation and as an essential part of the digital transformation Vom Brocke Schmiedel 2015 New digital technologies such as social media digital platforms big data and advanced data analytics blockchains robotics etc enable development and growth in a constantly changing environment To take advantage of these

opportunities in the digital world organizations require new BPM competences and capabilities However digital disruption creates quite a challenge for the BPM research community How can BPM capabilities be developed in order to achieve adaptability growth flexibility and agility How can BPM foster innovations within and throughout organizations These are just some of the issues for future BPM related research Threads associated with employing BPM for digital transformation have been included in a proposed Special Issue on BPM This Special Issue on BPM consists of six articles including contributions from invited authors from three transition economies Croatia Slovakia and Poland All of the papers focus on applications of the process approach to management or directly to the adoption of Business Process Management The majority of articles relate to the traditional BPM thread although the indicated BPM alliances with other concepts such as Knowledge Management Change Management and Project Management are worthy of note Only one article addresses the topic of BPM in the context of digital transformation The nature and structure of these articles may be indicative of the current motivational factors and process maturity levels of organizations adopting ordinary and or advanced BPM practices When analyzing the content of individual articles we pay attention to the factors underlying BPM adoption We understand the primary motivation to be the expected benefits from BPM Therefore we can assume this Special Issue to be a contribution to BPM development in the form of the indicating motivation and triggers for BPM adoption The first paper by Jerzy Aukstol and Magdalena Chomuszko proposes a process based approach to construct a Data Control Framework for Standard Audit File for Tax SAF T The process approach is used to redesign the internal financial control processes and procedures of an organization to meet the new requirements of a fiscal audit The process approach combined with risk management and quality management is therefore a tool supporting entrepreneurs adapting to new regulations imposed on them by their external environment particularly those of tax authorities Therefore in this case the main motivation for adopting elements of BPM was the impact of external environment factors The paper by Ana Marija Stjepi Lucija Ivan i and Dalia Su a Vugec focuses on the link between Business Process Management and digital transformation The authors have developed a theoretical framework for the emerging role of BPM in digitalization and as a guide for researchers and practitioners conducting digital transformation initiatives in organizations The results obtained in the article prove that the set goals and expected benefits of digital transformation can be achieved by a rethink and improvement of the processes with a particular focus on end to end customer processes through supply chain management Based on this article we can conclude that one of the main motivational factors for BPM adoption is a desire to obtain the benefits of digital transformation The article written by Miroslava Nyul sziov and Dana Pa ov takes up the issues of using and linking the process approach and BPM lifecycle with the designing of decision support systems The authors of this paper have developed an innovative system for decision support by implementing modeling analysis and improvement methods to the transportation process in the studied organization The forwarding company s case study presented in the paper also shows how BPM adoption began with a single

main process that has been streamlined and automated Therefore the motivations for BPM adoption were not only operational relating to the optimization of the cost of the process but also managerial oriented on improving the decision making process The use of information technology allowed the full exploitation of the potential for process improvements The next paper by Olga Sobolewska is about incorporating the issues of BPM into the contemporary challenges of network organizations The author claims that the organization s orientation towards both business processes and knowledge management is a strong success factor for network cooperation The author argues that modern organizations should focus on managing knowledge oriented processes to become attractive to cooperation partners for network organizations In this article BPM adoption is of a strategic nature for the purposes of undertaking new forms of cooperation The paper by Hubert Bogumi has an interdisciplinary character and in a unique way shows the connections between the concepts of process management organizational change management and IT project management The author undertook the challenge of examining how problems for organizations managing IT projects facilitate in different ways the use of distinctive approaches to improve business processes The author emphasizes that the main difficulty is the fact that modern organizations most often use a hybrid approach with elements of both traditional project management and agile The need to create a work environment that takes into account the risk of unexpected system and business regression as well as a diagnosis of the causes and methods of its mitigation is the initial research result in this paper This article contributes to the development of BPM governance and integration of IT governance The motivational factors for BPM are multi faceted as is the scope of the article However their managerial and cultural character related to methods of communication and rules of cooperation in teams should be emphasized The article by Agnieszka Bitkowska concerns the integration of the concept of Knowledge Management and BPM The author restates in her article that the identification acquisition presentation and documentation of knowledge are not independent tasks but are implemented within business processes In this paper the correlations between BPM and Knowledge Management have been examined and the benefits and practical implications resulting from the integrated implementation of both concepts are emphasized In the case of this article BPM adoption can be a success factor for the implementation of Knowledge Management and the achievement of associated benefits Studying Business Process Management from the different angles presented in this Special Issue should enrich our understanding of current BPM practices and better realize future challenges especially those related to BPM development in the context of digital transformation and the integration of BPM with other management related concepts In addition the contribution made by the authors of this Special Issue allowed us to see various motivations and triggers for BPM adoption from operational to managerial strategic cultural and technological ones and those driven by the external environment We would like to thank the authors for their contribution to this Special Issue We would also like to thank all the reviewers for their valuable comments which helped the authors improve their articles significantly We are firmly convinced that the BPM research

results presented in this Special Issue will help strengthen the existing body of BPM knowledge We recommend reading the related issue of the JEMI journal to the wider community of BPM researchers practitioners and enthusiasts Guest Editors Renata Gabryelczyk Tomislav Hernaus Acknowledgments The editorial work on this Special Issue was supported by the Polish National Science Centre Poland Grant No 2017 27 B HS4 01734 References Elzinga D J Horak T Lee C Y Bruner C 1995 Business process management Survey and methodology IEEE Transactions on Engineering Management 42 2 119 128 <http://dx.doi.org/10.1109/17.387274> Gabryelczyk R Roztocki N 2018 Business process management success framework for transition economies Information Systems Management 35 3 234 253 <http://dx.doi.org/10.1080/10580530.2018.1477299> Rosemann M Vom Brocke J 2010 The six core elements of business process management In Handbook on Business Process Management 1 Cham Springer Vom Brocke J Mendling J Eds 2018 Business Process Management Cases Digital Innovation and Business Transformation in Practice Berlin Springer Vom Brocke J Schmiedel T Eds 2015 BPM Driving Innovation in a Digital World Cham Springer

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Subject Oriented Business Process Management Introduction

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