



The Business Process Management Group at Queensland University of Technology, Brisbane, Australia, conducts research covering all areas of the business process management lifecycle. The BPM Group comprises of more than 40 members and benefits from the very active contribution of three Adjunct Professors including Prof. Lutz Heuser, SAP, Prof. Wil van der Aalst, TU Eindhoven, and Prof. Iris Vessey, who joint QUT in 2005. In order to stay in touch with BPM practitioners, we conduct quarterly BPM roundtable meetings

with Australia's leading organisations (see www.bpm-roundtable.com for more details). We also conduct BPM training in-house seminars for organizations from a variety of industries (www.bpm-training.com).

The Leaders of the BPM Group bring complementary expertise in the two main facets of Business Process Management. While Professor Michael Rosemann's interest is focused on issues related to process management and business process modelling, Assoc. Prof. Arthur ter Hofstede's interests lie in the areas of workflow modelling and process execution.



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The following list provides some examples of current projects within the BPM Group.

In collaboration with Tom Davenport's group at Babson College, we are working on a BPM Maturity model, which allows organizations a comprehensive assessment of their BPM capabilities along six factors covering strategic alignment, governance, methods, IT, people and culture. Our work on success factors and measures of process modelling is based

on nine case studies and a global survey with business process analysts. The outcomes provide clear guidelines regarding the most important elements of successful process modelling. A related paper received the best papers award at PACIS 2004.

Comprehensive work is conducted in the area of configurable reference models. This work received significant financial support from SAP research, led to seven US patent proposals and has been published in prestigious journals such as Information Systems and the European Journal of Information Systems. The project BPM in the Creative Industries has the aim to explore the adoption of BPM in the screen business. Besides the domain-specific

task of designing a reference model for this fast growing industry, we are working on innovative ways of modelling creativity-intensive processes. Our partners in this project are the Australian Film, Television and Radio School and internationally known organizations that provide post-production services for successful movies such as Lord of the Rings, Harry Potter or Superman Returns.

The opportunity to host the 5th International Conference on Business Process Management (BPM 2007) in September 2007 is perhaps the most obvious evidence of the esteem and trust that the global BPM research community has in the capabilities of QUT's BPM Group. The actual conference will be complemented by seven workshops (incl. Prof. Dr. Becker's workshop on reference modelling), five co-located events and a tutorial on BPM standards by Dr Michael zur Muehlen.



**Dear Fellow Researchers,
Friends, and Patrons of ERCIS.**

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The semester has just started and we are looking back to and head for many changes that occur within the German education system. Internationalization is one of the major topics at the University of Muenster at the moment. "Bologna", standing for a harmonization and internationalization of European education, is visible everywhere.

With the ERCIS network, consisting of 17 international partners, we are far ahead of many internationalization efforts at universities. Today, we would like to introduce two associate ERCIS partners with a long and outstanding tradition of exchanging students and researchers with us. Since 1999, members of ERCIS Münster have been highly productive visitors at the QUT in Brisbane, Australia, and started even entire new careers in Brisbane as employees of SAP Research or as PhD students. Furthermore, there is much collaboration with the Stevens Institute of Technology, New Jersey, USA, as well. Both institutions are very successful in the process management area. They have several successful research collaborations. Two projects funded by the Australian Research Council study the design of next generation reference models and large-scale process modeling activities in organizations. In addition, a project on capturing operational risks in business process models has led to a series of publications at the Australasian and the European Conference on Information Systems.

The collaboration has led to reciprocal exchanges of faculty and PhD students, joint organization of conferences and workshops and joint presentations at academic and industry events.

As every year, we will have an ERCIS-session at the 15th European Conference on Information Systems (ECIS) which takes place in St. Gallen on June, 8th 2007 (<http://www.ecis2007.ch>). It will be in the Institute of Information Management (Müller Friedberg Strasse 8 in Room MF8 / 567 from 3 to 6 pm. We hope to see you there in order to discuss research issues and identify common research cooperation opportunities.

All the best

Yours

Jörg Becker (Managing Director)

Klaus Backhaus

Heinz Lothar Grob

Thomas Hoeren

Stefan Klein

Herbert Kuchen

Ulrich Müller-Funk

Ulrich Thonemann

Gottfried Vossen



ERCIS – campus in Münster



**Stevens Institute of Technology,
Howe School of Technology Management, New Jersey USA**



Founded in 1870, Stevens Institute of Technology is a private university focused on the management and transfer of technology. It is located on the left bank of the Hudson River in Hoboken, NJ, across from Manhattan's Chelsea neighborhood. The university has a total enrollment of 1,850 undergraduate and 3,000 graduate students, and a worldwide online enrollment of 2,250 students. Stevens is organized in three schools, Engineering, Arts and Sciences, and Technology Management with degrees in engineering, science, computer science and management, etc.



The Howe School of Technology Management hosts research and teaching activities in Information Systems, Telecom and Project Management, and General Management. The Information Systems graduate program is the largest in the United States, with more than 1,200 students enrolled. The majority of the Howe School students are working professionals that attend courses during weeknights or weekends, on campus or at corporate locations. Research centers within the Howe School focus on Business Process Management, Project Management, and Decision Technologies. The Center of Excellence in Business Process Innovation (CEBPI) is part of a consortium of seven universities. Research is guided by two questions: How can technology help organizations manage their processes better? And, what innovative process designs are enabled by BPM technology?

BPM Standards: Our research in the area of standardization addresses two issues: At the technical level we are interested in the architectural philosophies behind alternative standards proposals such as BPEL and Wf-XML. At the organizational level we are interested in building a theory that explains the evolution of standard bodies, the movement of standard makers and ideas across standard venues, and the birth and death of these venues.

Process Monitoring and Controlling: Process controlling ensures rational process governance by supplying relevant information about the process execution. Business Process Management systems record events occurring during the execution of process instances. Our research focuses on the data structures necessary to correlate events across different BPM platforms and the design of Business Activity Monitoring applications that

Distributed Task Allocation: The goal of this project is the design and development approaches that are capable of matching a set of activities to a set of resources based on the current process execution context. These ideas are motivated by the requirements of emergency services, where activities have to be allocated to an available resource, while the resource may not have the ideal qualification for the task at hand.

Management of Organizational Compliance: Organizations are under increasing scrutiny to document their compliance to regulatory requirements. To this end, they design and implement internal control frameworks. However, there is not much guidance for organizations on how to define internal controls and how to manage them in a cost-effective manner. We are studying the design of generic compliance patterns and how these patterns can be supported by BPM and Business Rules technology.



Dr. Jerry N. Luftman
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is the Associate Dean of Graduate Information Systems Programs, and Distinguished Professor of Information Systems, at Stevens Institute of Technology, Hoboken New Jersey. After a notable twenty-two year career with IBM, and over fifteen years at Stevens, Dr. Luftman's experience combines the strengths of practitioner, consultant, and academic. His framework for assessing IT-business alignment maturity is considered key in helping companies around the world understand, define, and scope an appropriate strategic planning direction that leverages Information Technology. His active membership in the Society for Information Management includes being the VP of Chapter Relations for the SIM Executive Board.



Dr. Michael zur Muehlen
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who is contact person for the ERCIS network at Stevens is Assistant Professor of Information Systems and Director of the SAP/IDS Scheer Center of Excellence in Business Process Innovation. Michael's research interests center around the organizational aspect of BPM technology, risk-aware process management, and process support for managerial decision making. An active contributor to standards in the BPM area, Michael is a life fellow of the Workflow Management Coalition and chairs the WfMC working group "Management and Audit". SAP Research, the US Army, the Australian Research Council, and private sponsors have funded his research. He is the author of a book on workflow-based process controlling, 12 journal articles and numerous book chapters, conference and working papers on workflow and process management.

Student and Faculty Exchange

The Howe School of Technology Management pursues an active exchange of ideas with faculty and students from partnering institutions, most notably Queensland University of Technology and ERCIS Muenster. Since 2005, a number of Master's and PhD students from abroad spent between 4 and 6 months at Stevens to complete their Master's thesis on BPM related topics or to work on joint research efforts. Individuals interested in spending some time at Stevens are encouraged to contact Michael zur Muehlen.



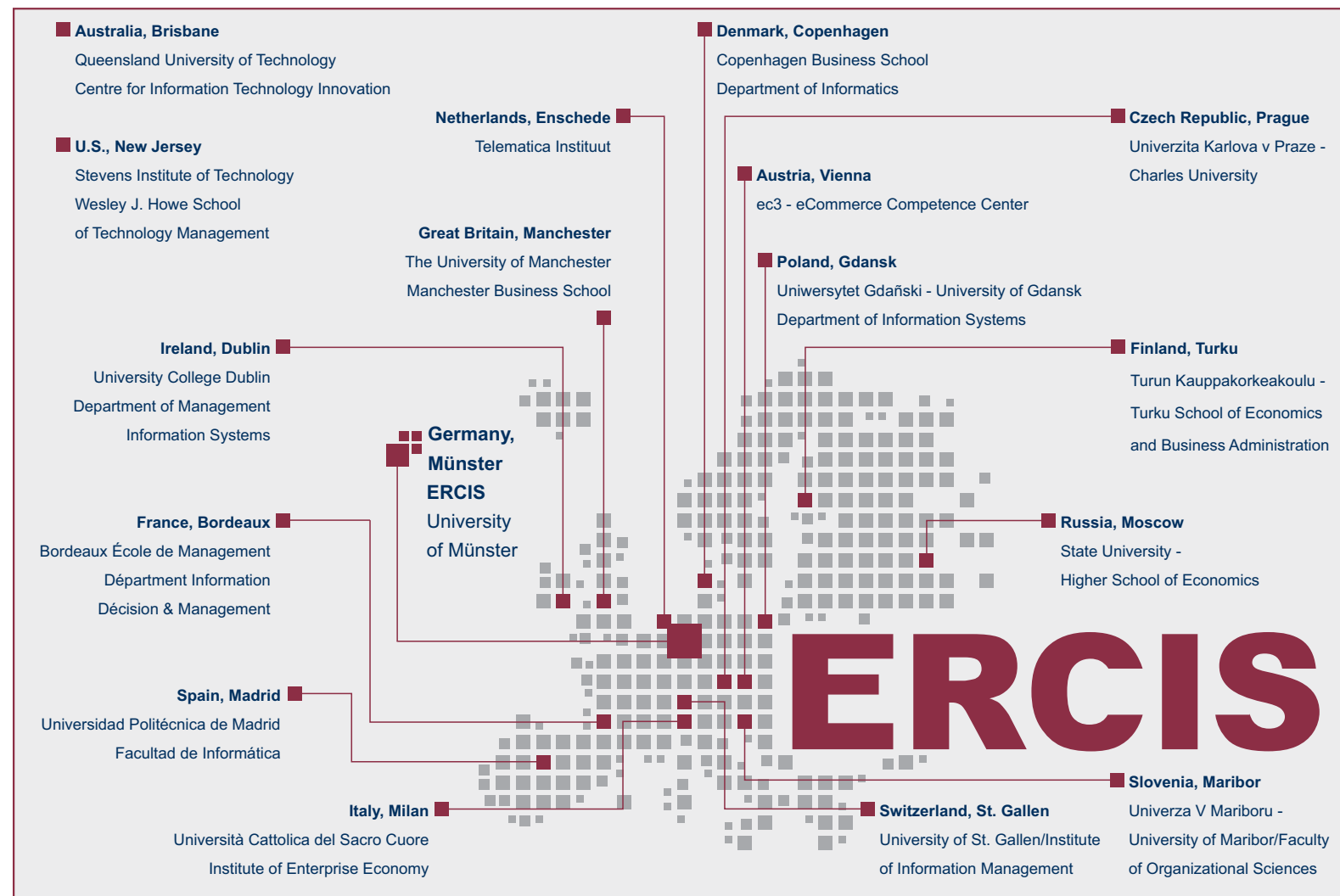
Dr. Jeffrey V. Nickerson
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is Associate Professor of Information Systems at the Howe School of Technology Management and Director of the Center for Decision Technologies. His research interests include mobility, human-robot interaction, and the science of design. He is currently engaged in NSF-funded research on the use of remote laboratories in education and is part of an ONR-funded research project involving the design of sensor networks. Prior to joining Stevens, he was a partner at PricewaterhouseCoopers, where he consulted on issues related to software design and development.



Prof. Edward A. Stohr
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is full professor at the Howe School. Prior to joining Stevens, Professor Stohr was a faculty member at the Stern School of Business, New York University. He has published numerous articles and edited three books in the areas of decision support and workflow automation. He is currently focusing his teaching and research on the role of information technology in organizational transformation - in particular, on the relationship between organization strategy, organization structure, and business processes.



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