Gustavo Alonso
Peter Dadam
Michael Rosemann (Eds.)

Business Process Management

**5th International Conference, BPM 2007
Brisbane, Australia, September 2007
Proceedings**

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Preface

The Fifth International Conference on Business Process Management (BPM 2007) was held in Brisbane, Australia, September 25–27, 2007, and organized by the BPM Research Group, Faculty of Information Technology, Queensland University of Technology. The present volume includes the papers accepted for presentation at the main conference. The quantity and quality of paper submissions were again very strong. The papers came from authors located in 41 different countries and were geographically well distributed: 75 papers originated from Europe, 37 from Asia, 17 from the Americas, 18 from Australia, and five from Africa.

All papers were reviewed by at least three reviewers and the selection process was extremely competitive. In total, 152 papers were submitted, of which we selected 21 as full research papers and one as an industry paper leading to an acceptance rate of 14.5%. Furthermore, eight papers were selected as short papers. In addition to these papers, invited keynote presentations were delivered by Simon Dale, Senior Vice President and Chief Technology Officer, SAP Asia Pacific Japan, Steve Tieman, Vice President Estée Lauder Companies, USA, John Deeb from Oracle Australia and Shawn Bowers from the Genome Center at University of California, Davis, USA. We are very grateful for the contributions of our invited speakers and for the support of the sponsors that facilitated these keynotes.

In particular, we are very appreciative of the tremendous efforts of the members of the carefully selected Program Committee and the additional reviewers. It is only through a thorough review process that the high scientific quality of this conference could be guaranteed. Furthermore, we like to thank the members of the BPM Conference Steering Committee for the valuable guidance along the entire process of organizing this event.

As a preamble to the main conference, a total of six workshops were held. These workshops were selected out of a pool of 20 workshop proposals. The proceedings with all the papers of these workshops will be published in a separate volume of Springer's *Lecture Notes in Computer Science* series.

A conference like BPM 2007 cannot be organized without the significant support of a number of people. In particular, we like to thank Marlon Dumas for his outstanding contributions as the Organizing Chair of BPM 2007. We would also like to thank Helen Paik, who was responsible for consolidating these proceedings. Finally, we would like to thank Alistair Barros and Justin O'Sullivan (Industrial Co-chairs), Arthur ter Hofstede and Boulaem Bentallah (Workshop Co-chairs), Michael Adams and Shazia Sadiq (Demo Co-Chairs), David Edmond (Tutorial Chair), and Michael zur Muehlen and Chengfei Liu (Publicity Co-chairs) and the many other people who helped with the local organization.

We believe that BPM 2007 provided comprehensive and detailed insights into the current state of the art, set directions for future research initiatives and can contributed to the transfer of academic knowledge into practical applications.

July 2007

Gustavo Alonso
Peter Dadam
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Organization

The Fifth International Conference on Business Process Management (BPM 2007) was organized by the BPM Research Group, Faculty of Information Technology, Queensland University of Technology, Brisbane, Australia.

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Formal Foundations of BPM

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The Process-Oriented Organisation:
A Holistic View
Developing a Framework for Business Process Orientation Maturity

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Abstract. Processes are the core of organisations. Business Process Management (BPM) argues organisations can gain competitive advantage by improving and innovating their processes through a holistic process-oriented view. An organisation can be more or less process-oriented depending on their experience in applying process thinking for better results. The aim of this paper is to define a framework for identifying characteristics of Business Process Orientation and to provide a valid tool for measuring the degree of Business Process Orientation (BPO) of an organisation based on empirical research in 30 international organisations. A holistic view on integrated process management and change is taken as a starting point.

Keywords: Business Process Orientation, BPM Success Factors and Measures, BPM Maturity, BPM Governance.

1 Introduction

Processes are at the centre of today's and tomorrow's competition. Organisations have come to the conclusion that efficiency as well as quality and service are to be available in processes. Due to this tendency Business Process Management (BPM) came to light as an attractive management solution for a variety of organisational problems. But what does it really mean to be process-oriented? As organisations accumulate efforts in process improvements they gain experience and develop a process-oriented view. So some organisations will be more mature in such a process view than others. How can an organisation identify whether it is process-oriented or not? Until today only a few models and frameworks exist to describe and measure.

Business Process Orientation. This paper aims to develop a holistic framework for measuring the degree of BPO within an organisation, based on research. In the first section the relevance of Business Process Orientation (BPO) is highlighted. Subsequently a holistic view on BPO is elaborated. In the last section the construct is tested by empirical research, followed by conclusions and avenues for further research.

2 Business Process Orientation

2.1 Why Business Process Orientation (BPO)?

Cost reduction is commonly the primary concern for organisations willing to create a sustainable competitive advantage. Still a major attention for bottom line continues to exist but currently customer demands and environmental issues put growing pressure on this classic view on the organisational model [1]. Organisations have to face the fact of changing environments and process management has become an important way to handle this [2]. Therefore agility is a very important success factor for modern organisations. Having an overview of a process allows to easily modify it and proactively look for possible solutions for problems due to deficiencies in the process. So being process-oriented means a more pronounced view on processes but also greater agility for the organisation [3]. The challenge is now to have a flexible and efficient value chain at the same time [1]. Therein lays the relevance of being process-oriented for organisations.

Secondly the ultimate aim of a core business process is to deliver value to the customer. Managing these processes critically improves customer satisfaction whereas functional structures form barriers to customer satisfaction [4].

Thirdly more and more evidence is found showing the strategic value of processes. McCormack and Johnson [5] investigated on Business Process Orientation and found that companies with strong signs of BPO also performed better. The study shows that the development of BPO in an organisation will lead to positive outcomes, both from an internal perspective and a resultant perspective. Business Process Orientation has been shown to reduce inter-functional conflict and increase interdepartmental connectedness and integration, both of which impact long and short-term performance. Moreover the hypothesis stating there is a direct positive impact on self-evaluated business performance is validated in his study as well as the positive relationship of BPO to the long-term health of an organisation. Building BPO into an organisation appears to have significant positive impacts, so it is believed to be worth the investment [5]. The authors also explain that the e-society is a major driver for BPO. E-business and e-collaboration have provoked changes in the organisational landscape especially with regards to cross-organisational cooperation. There are fewer barriers to hamper potential competitors [5]. The study described in this paper has found inspiration in McCormack's research amongst others. Whereas most studies focused on the impact of Business Process Orientation on organisational performance, this paper aims at:

-   elaborating the BPO concept by determining which characteristics and its underlying factors influence the process orientedness of an organisation
-   Validating a scale for assessing a company's process orientation maturity

2.2 BPO Principles

Literature review learns there are several general definitions of BPO. The most extended version was delivered by McCormack and Johnson. "Business Process Orientation of an organisation is the level at which an organisation pays attention to