Message from AdaptiveCM 2014 Workshop Chairs

Achieving the right balance of effectiveness and efficiency

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Abstract - This preface provides a brief overview of the Third International Workshop on Adaptive Case Management and other Non-workflow Approaches to BPM (AdaptiveCM) held in conjunction with EDOC 2014. The preface introduces the workshop goals, lists the accepted papers and acknowledges the great efforts of PC and other individuals who worked for this event to happen.

Keywords – Adaptive Case Management; ACM; business process; workflow

I. INTRODUCTION

The sign of our time is the amazing speed with which changes in the business world happen. This requires from the enterprises of today, and even more of the future to become agile, e.g. capable of adjusting themselves to changes in the surrounding world, and view the change as an opportunity to launch new products and services.

Agility requires the focus being moved from optimization to collaboration and creativity. At the same time, current process thinking is continuing to be preoccupied with the issue of optimizing performance through standardization, specialization, and automation. The focus on optimization has resulted in the workflow view (in which a process is considered as a flow of operations) emerging as predominant in the field of Business Process Management (BPM). Besides requiring a long time to develop, pre-defined sequence of events in a workflow can reduce the creativity of people participating in the process and thereby result in poor effectiveness (doing the right thing) while formally achieving higher efficiency (doing things right). According to the modern organizational science such combination of effectiveness/efficiency might lead to the "die quickly" result as shown in Fig. 1.

Moving the focus to collaboration and creativity requires a paradigm shift in BPM that is already happening in practice. This, for example, can be seen in appearing a strong practical movement called Adaptive Case Management (ACM) which ".. is information technology that exposes structured and unstructured business information (business data and content) and allows structured (business) and unstructured (social) organizations to execute work (routine and emergent processes) in a secure but transparent manner."

While practitioners are trying to overcome the restrictions of workflow thinking, the research on the topic is somewhat lagging. The goal of this workshop is to bring together researchers and practitioners to discuss theoretical and practical problems and solutions in the area of non-workflow based approaches to BPM in general, and

Adaptive Case Management (ACM), as a leading movement, in particular. This third edition of the workshop is aimed to promote new, non-traditional ways of modeling and controlling business processes, the ones that promote and facilitate collaboration and creativity in the frame of business processes.
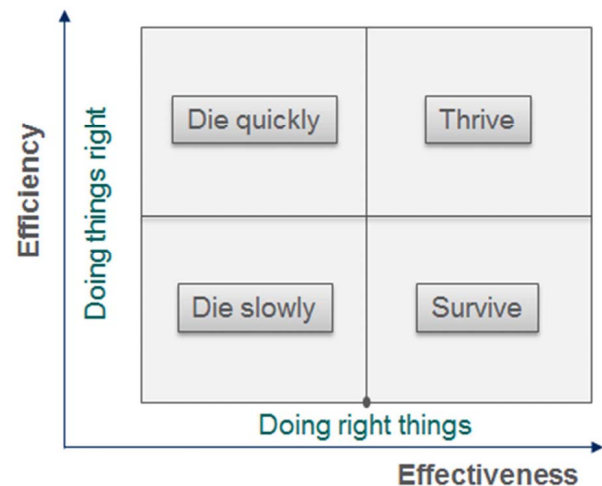

Figure 1. Efficiency/Effectiveness matrix adapted from M. McDonald, Marketing plans, How to Prepare Them : How to Use Them. Oxford: Butterworth-Heinemann, 1989.

II. ACCEPTED PAPERS

For the third addition of the AdaptiveCM workshop, we have chosen seven papers that represent a fare combination of research and practice. Three papers discuss research issues, three papers are related to practice, and one paper introduces new ideas in the domain of ACM. Such combination promises interesting discussions on collaboration between research and practice in the ACM area at the brainstorming session at the end of the workshop. Besides the peer reviewed paper, the workshop will feature a visionary keynote talk.

The accepted papers in each category are listed in the subsections below.

A. Research

- "*Research Challenges in Adaptive Case Management: A Literature Review*". Matheus Hauder, Simon Pigat and Florian Matthes
- "*Examining Case Management Demand using Event Log Complexity Metrics*". Marian Benner-Wickner,

Matthias Book, Tobias Brückmann and Volker Gruhn

- "*Process-Aware Task Management Support for Knowledge-Intensive Business Processes: Findings, Challenges, Requirements*". Nicolas Mundbrod and Manfred Reicher

B. Practice

- "*A Case for Declarative Process Modelling: Agile Development of a Grant Application System*". Søren Debois, Thomas Hildebrandt, Morten Marquard and Tijs Slaats
- "*Towards a pattern recognition approach for transferring knowledge in ACM*". Thanh Tran Thi Kim, Christoph Ruhsam, Max J. Pucher, Maximilian Kobler and Jan Mendling
- "*How can the blackboard metaphor enrich collaborative ACM systems?*". Helle Frisak Sem, Steinar Carlsen and Gunnar John Coll

C. Vision and Ideas

- "*There is Nothing Routine about Innovation*". Keith Swenson (Invited keynote talk – an extended abstract is included in the proceedings)
- "*Towards Aspect Oriented Adaptive Case Management*". Amin Jalali and Ilia Bider

III.   ACKNOWLEDGEMENTS

Our Program Committee consisted of: