Lecture Notes
in Business Information Processing 92

Paul Johannesson
John Krogstie
Andreas L. Opdahl (Eds.)

The Practice of Enterprise Modeling

Springer

Volume Editors

Paul Johannesson
Stockholm university
DSV
Forum 100
164 40 Kista, Sweden
E-mail: pajo@dsv.su.se

John Krogstie
Norwegian University of Science and Technology (NTNU)
Department of Computer and Information Science
Sem Sælandsvei 7-9
7491 Trondheim, Norway
E-mail: krogstie@idi.ntnu.no

Andreas L. Opdahl
University of Bergen
Department of Information Science and Media Studies
P.O. Box 7802
5020 Bergen, Norway
E-mail: andreas.opdahl@uib.no

Preface

Enterprise modeling (EM) has gained substantial popularity both in the academic community and among practitioners. A variety of EM methods, approaches, and tools are being developed and offered on the market. In practice they are used for various purposes such as business strategy development, process restructuring, as well as business and IT architecture alignment and governance.

PoEM 2011—the 4th IFIP WG 8.1 Working Conference on the Practice of Enterprise Modeling—took place in November 2011 in Oslo, Norway. The conference series is a dedicated forum where the use of EM in practice is addressed by bringing together researchers, users, and practitioners in order to develop a better understanding of the practice of EM, to contribute to improved EM practice, as well as to share knowledge and experiences. PoEM 2011 attracted 38 submissions with authors from 17 different countries (Australia, Belgium, Brazil, Canada, France, Germany, India, Italy, Latvia, Luxembourg, The Netherlands, Norway, Russia, Spain, Sweden, Switzerland, USA), out of which the Program Committee selected 18 high-quality papers. Among the authors of these papers we find both researchers and practitioners. The resulting program reflects the fact that the topic of EM encompasses human, organizational issues, as well as more technical aspects related to the development of information systems. The program was organized in five thematic sessions:

- Process Modeling
- Business Modeling
- Enterprise Architecture
- Enterprise Modeling
- Model-Driven Development

The program also featured two keynotes. One by Harald Wesenberg, of Statoil, Norway, an experienced EM practitioner discussing the use of enterprise modeling in an agile world. The second keynote was by Wil van der Aalst on intra- and inter-organizational process mining, on how to discover processes within and between organizations Following the positive experiences from earlier PoEM-conference, the program also included a joint working session where researchers and practitioners had the opportunity to discuss emerging issues in the field of EM practice.

We devote a special thanks to the members of the international Program Committee for promoting the conference and for providing excellent reviews of the submitted papers. Their dedicated work was vital for putting together a

high-quality working conference. We also thank the external reviewers. Special thanks go to the Norwegian University of Science and Technology and the Norwegian Computing Society (Dataforeningen) for supporting the organization of the conference. The PoEM 2011 organizers would also like to thank the conference sponsors—Oracle Norway and the Research Council of Norway.

August 2011   Paul Johannesson
                                                                    John Krogstie
                                                              Andreas L. Opdahl

Organization

PoEM Steering Committee

Anne Persson	University of Skövde, Sweden
Janis Stirna	University of Stockholm, Sweden

PoEM 2011 Organizers

John Krogstie	NTNU, Norway
Paul Johannesson	Stockholm University, Sweden
Andreas L. Opdahl	University of Bergen, Norway
Naci Akkök	Oracle, Oslo, Norway
Steinar Carlsen	Computas, Norway
Håvard D. Jørgensen	Committment, Norway

PoEM 2011 Program Committee

Marko Bajec	University of Ljubljana, Slovenia
Giuseppe Berio	University of Turin, Italy
Rimantas Butleris	Kaunas University of Technology, Lithuania
Steinar Carlsen	Computas, Norway
Wolfgang Deiters	Fraunhofer ISST, Germany
Mathias Ekstedt	KTH, Sweden
Owen Eriksson	Dalarna University, Sweden
Xavier Franch	Universitat Politécnica de Catalunya, Spain
Mounira Harzallah	University of Nantes, France
Patrick Heymans	University of Namur, Belgium
Stijn Hoppenbrouwers	Radboud University Nijmegen, The Netherlands
Jarl Höglund	Allmentor, Sweden
Jon Iden	Norges Handelshøyskole, Bergen, Norway
Håvard D. Jørgensen	Committment, Norway
Robert Lagerström	KTH, Sweden
Mikael Lind	University College Borås, Sweden
Pericles Loucopoulos	Loughborough University, UK
Raimundas Matulevicius	University of Tartu, Estonia
Graham McLeod	PROMIS Solutions AG, South Africa
Christer Nellborn	Nellborn Management Consulting AB, Sweden
Björn Nilsson	Anatés AB, Sweden
Sietse Overbeek	Delft University of Technology, The Netherlands

Oscar Pastor	Valencia University of Technology, Spain
Anne Persson	University of Skövde, Sweden
Michaël Petit	University of Namur, Belgium
Naveen Prakash	GCET, India
Erik Proper	Radboud University Nijmegen, The Netherlands
Jolita Ralyté	University of Geneva, Switzerland
Peter Rittgen	Vlerick Leuven Gent Management School, Belgium
Colette Rolland	University of Paris 1, France
Matti Rossi	Aalto University, Finland
Kurt Sandkuhl	University of Rostock, Germany
Ulf Seigerroth	Jönköping International Business School, Sweden
Keng Siau	University of Nebraska-Lincoln, USA
Pnina Soffer	University of Haifa, Israel
Maarten Steen	Novay, The Netherlands
Janis Stirna	University of Stockholm, Sweden
Renate Strazdina	Ernst & Young SIA, Latvia
Patrick van Bommel	Radboud University Nijmegen, The Netherlands
Olegas Vasilecas	Vilnius Gediminas Technical University, Lithuania
Carson Woo	University of British Columbia, Canada

PoEM 2011 Additional Reviewers

Quentin Boucher	Algirdas Laukaitis
Ulrik Franke	Liv Marcks Von Würtemberg
Nicolas Genon	Waldo Rocha Flores
Kestutis Kapocius	Sam Solaimani
Johan Knig	

Table of Contents

Academic Keynote

Process Modeling

Business Modeling

Industrial Keynote

Enterprise Architecture

Enterprise Modeling

Model-Driven Development