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**305**

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# The Practice of Enterprise Modeling


10th IFIP WG 8.1. Working Conference, PoEM 2017  
Leuven, Belgium, November 22–24, 2017  
Proceedings

*Editors*

Geert Poels   
Ghent University  
Ghent  
Belgium

Frederik Gailly   
Ghent University  
Gent  
Belgium

Estefania Serral Asensio   
KU Leuven  
Leuven  
Belgium

Monique Snoeck   
KU Leuven  
Leuven  
Belgium

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# Preface

Enterprise modelling has established itself as the research discipline that aims at producing knowledge and solutions to effectively integrate information and communication technologies into business operations and the management of enterprises. Through the design of novel concepts, models, methods, and techniques, enterprise modelling offers the frameworks and instruments required to analyze the application of innovative IT solutions and to engineer them into the business. Empirical studies on the use of enterprise modelling provide insights into the effectiveness of these artefacts and their relationship to the context of application, including the human factor. Over the years, considerable progress has been made regarding knowledge creation and solution design. Many of those actively involved in enterprise modelling research and application meet at the annual Practice of Enterprise Modelling (PoEM) conference, which was created by the International Federation for Information Processing (IFIP) Working Group 8.1 to offer a forum for knowledge transfer and experience-sharing between the academic and practitioner communities.

We are proud to present the proceedings of the 10th IFIP WG 8.1 Working Conference on the Practice of Enterprise Modelling (PoEM 2017), held in Leuven (Belgium) during November 22–24, 2017, and jointly organized by two of Flanders' most outstanding universities: KU Leuven and Ghent University. Both universities have research teams actively involved in enterprise modelling research and we were very honoured by the invitation of PoEM's Steering Committee to host the 10th anniversary conference. A decennium of PoEM conferences indicates that enterprise modelling is not only a lasting phenomenon but also a field that has matured and continues to attract the interest of researchers and practitioners. We believe that this anniversary could not be celebrated better than in Leuven, which is –with its almost 800 year's old university and over 40,000 students– not only a place of wisdom and scholarship, but also of joy, pleasure, and good living. An ideal place for people to meet, exchange ideas, discuss, explore new avenues, strengthen existing collaborations, and establish new ones.

We were happy to receive for this anniversary edition of PoEM 70 submissions for the main conference, including research papers, practitioner/experience papers, and work-in-progress papers. Submissions were received from all corners of the globe. There were submissions from newcomers to the field as well as from established scholars in enterprise modelling. Each paper was sent to three anonymous reviewers who scrutinized them using strict criteria of scientific quality to uphold the standard we are used to for PoEM. Over 60 Program Committee members were involved in the review process. Their hard work resulted in the acceptance of 20 full papers and four short papers, i.e., an acceptance rate of 28% (or 34% including the short papers).

These 24 accepted papers were organized into eight sessions covering diverse topics related to enterprise modelling and its application in practice. Other conference events included a PhD consortium, an industry track, and the PrOse workshop for enterprise

modelling in the OMiLAB scientific experimentation phase. We further invited two keynote speakers. On Thursday, November, 23, Steven Alter, Professor Emeritus of the University of San Francisco, gave a keynote entitled “A Work System Perspective for Enterprise Modelling.” Steve is the originator of the work system theory (WST) that grew out of the work system method, which is a systems analysis method intended for use by business professionals without the help of IT professionals or consultants. The WST has been applied in many fields including information systems, service and service systems, business process management, work-arounds and noncompliance, adoption and diffusion of technology, enterprise engineering, and agile development. Steve’s keynote showed how WST can be used as a basis for enterprise modelling, identified some of its limitations for that purpose, and illustrated how it can be used as a point of comparison for deciding what to include in an enterprise modelling effort.

A second keynote speech was given on Friday, November 24, by Mia Vanstraelen, now HR director at IBM, who has a long-standing experience in enterprise modelling, in particular with the foundation of IBM’s Insurance Application Architecture (IAA) Framework. She shed light on a somewhat underexposed topic in enterprise engineering: how changing an enterprise model impacts workforce. She discussed challenges in how to deal with the impact of enterprise re-engineering on human resources and proposed a research agenda.

September 2017

Geert Poels  
Frederik Gailly  
Monique Snoeck  
Estefania Serral

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