This minitrack aims to further establish Business Process Management (BPM) as an integrated management discipline. Now in its fifth year, it continues to explore the emerging ideas, challenges, and solutions, created at the crossroads of various BPM aspects including strategy, people, business processes (BP) and technical systems. The four sessions offered this year begin with BP modeling issues, continue with different approaches to BP improvement and change, followed by the papers focusing on BPM maturity and capability, process performance, flexible run-time decision support, BP-related social network analysis and data quality.

**Becker, Heddiër and Knackstedt** focus on BP modeling in business contracting and argue that process-based conceptual models could improve comprehensibility of complex contracts. Using contract analysis, the authors identify different types of contract content and assess their potential for process modeling.

**Alotaibi and Liu** point out that BP modeling techniques are often hard for IT professionals to understand and propose a BP modeling framework designed to address this important problem. The authors use a mobile phone order management process to demonstrate and validate their proposed approach.

**Buder and Felden** investigate the alignment between the strategic value-oriented business models and BP models. They argue that consistency in modeling between the two levels, if achieved, results in a much better understanding by the users of these models. This in turn is expected to lead to a better integration of value models with enterprise models.

**Marjanovic** focuses on ongoing improvement of complex healthcare processes involving knowledge work. Through an exploratory case study conducted in a real-life organization this research describes an innovative approach to BP improvement implemented though small-scale innovations.

**Jurisch, Cuno, Palka, Wolf and Krcmar** investigate Business Process Change (BPC) success. They propose an integrative model of IT-enabled BPC which takes into account various causal structures between different impact factors.

**Ortbach, Plattfaut, Poeppelbuss and Niehaves** propose a dynamic capability-based framework for BPM. In order to demonstrate the proposed framework, the authors describe a single case study from telecommunications industry.

**Krivograd and Fettke** argue that the assessment of a maturity level of an activity or object is a very complex and expensive challenge that needs to be supported by appropriate tools. Their paper describes development of such a tool designed to handle several maturity models.

**Balint** analyses performance data from a large service provider that has implemented a process standardization framework. The main objective is to evaluate the extent to which process standardization influences service delivery performance.

**Pidun and Felden** focus on business process performance and propose a multi-dimensional performance assessment system designed to combine quantitative and qualitative indicators. The proposed approach is validated by two cases.

**Burkhart, Weis, Werth and Loos** aim to address a perennial problem of flexible process environments and in particular, run-time decision support. They investigate possible applications of the recommender systems and identify some important research gaps in this domain.

**Levina and Hillmann** present a quantitative approach to business process analysis using metrics from social network analysis. The authors argue that process characteristics can be effectively explored using network theory and methods of statistical analysis. The proposed approach is illustrated by a sample of real-life business processes.

**Falge, Otto and Osterle** take a cross-organizational perspective aiming to identify the requirements collaborative business processes pose to data quality. This research shows which combinations of data classes and quality dimensions are crucial for different types of collaborative business processes.

We hope that you enjoy the selected papers and the discussion they generate.