

Preface

The idea for writing this book emerged in 2009 when Ralf Gerstner from Springer approached us after the *Seventh International Conference on Business Process Management* (BPM'09) in Ulm with the idea of writing a book on process flexibility. There we had given a tutorial on dynamic life cycle support for flexible processes.

Since both of us have been actively collaborating in this research area for many years and have been working on a variety of aspects related to flexible business processes, we were immediately enthusiastic about the idea of writing a book about the state of the art. In addition, we saw the opportunity to present our own work in an integrated and comprehensive manner.

However, we also wanted to write a book that provides a good overview of the area as a whole and as such also covers a considerable amount of new material recently contributed by other researchers. We tried our best to provide a comprehensive, representative, and fair account of relevant work on flexible business process and we hope that we succeeded with this at least to some degree.

Writing a book like this would not have been possible without the help of many others. First of all we would like to thank Ralf Gerstner for motivating us to write a book on flexible processes and for providing guidance throughout this process.

Moreover, special thanks goes to the members of our research teams who worked with us in the last years on many of the topics described in this book and supported us with their critical feedback during the writing process. In particular, we would like to express our appreciation to Carolina Chiao, Simon Forster, Gregor Grambow, David Knaplesch, Jens Kolb, Vera Künzle, Andreas Lanz, Matthias Lohrmann, Linh Thao Ly, Jakob Pinggera, Thomas Porcham, Rüdiger Pryss, and Stefan Zugál.

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Large parts of the exercises have been developed over the last couple of years as part of our teaching activities on business process management. We would like to thank our students for their valuable feedback which helped us to continuously improve the exercises and to spot inconsistencies.

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