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## Preface

More than 100 years ago, Frederick Taylor moved forward applying scientific methods to the engineering of processes. Analyzing and synthesizing workflows in order to improve economic efficiency is a challenge we are facing again today when digitizing production processes. However, this time labour force plays a dual role. Besides being the affected, due to its knowledge and market pressure, it is required for designing work, thus, redefining the role of management.

S-BPM has received attention for digitizing processes, while aiming to empower stakeholders developing their organization. However, its application in managing production processes still challenges management and operation. Several case studies, presented in this volume, helped exploring the potential and experiencing the limits of engineering a company from a communication-centred perspective. It is not only about demonstrating capabilities and implementation, but also letting people design their workplace while running the business operation.

In this volume, we have structured the latest findings in Industry 4.0 projects utilizing S-BPM features. Developers, educators, and practitioners will find some conceptual background and results from the field indicating the state of the art in vertical and horizontal process integration.

The chapters have been carefully selected and thoroughly peer-reviewed by at least two experts in the field. In order to get such job done, many people have been actively involved, in particular,

- The authors of the various contributions documenting their findings for sharing experiences,
- The project team supporting the developments and reviews, and
- The European Commission funding this SO-PC-Pro<sup>1</sup> outreach activity

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