Editorial

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Biographical notes: Ángel Ortiz Bas is an Associate Professor in Operations Management and Information Technologies at the Polytechnic University of Valencia. He is an Industrial Engineer and received his Doctoral Degree in Industrial Engineering from the Polytechnic University of Valencia. He works as consultant in several projects about Production Management, Information Systems and Enterprise Modelling and Integration in Metal Mechanic, Real-State and building sector, Ceramic and Automotive Enterprises. He works in several European projects as V-CHAIN, ECOSELL, INTEROP NoE, among others. His major research interests areas are production planning and control, enterprise integration, information management, business process modelling.

Business processes are common and well-known words in the scientific and enterprise arena. More that a decade ago, papers and books launched a new business processes era. Many enterprises set up projects dealing with business process reengineering and business process improvement. In general, these projects covered changes in the way to do activities supported by IT systems and partial organisational changes. After intensive use and dissemination of these projects, businesses processes moved to a sceptical period. A number of studies reported pitfalls and limited results. Today, we can state that the business process approaches in the earlier 1990s were myopic in some assumptions. However, we must be grateful to them, because they initiated the path to a process-driven scenario.

One of the main problems in the business processes initiatives was to consider technologies and people as enablers instead of an inseparable part of business processes. Additionally, they had a narrow perception of the business processes' life cycle that usually was very focused in the identification and design phases.

The big change in the last few years has been to consider the end-to-end business processes life-cycle from engineering to execution, and to understand the importance of business processes as the element that brings together functionality, people and technologies to reach strategic objectives.

Nowadays, at least two exciting challenges are emerging in the business processes domain: on the one hand, the connection between business processes engineering and execution phases in a bidirectional way; on the other, companies need to work in a process-oriented way, which means different front-ends. New front-ends must be process oriented and not information systems oriented. That means they must overcome current interoperability problems at different levels, between processes, information and data, and new human-machine-software interfaces.

This special issue of *International Journal of Information Technology and Management* (*IJITM*) provides a collection of papers that cope with different aspect of the BPM lifecycle. All of them show us the importance of well-defined methodologies and frameworks to manage enterprises from the definition of processes as a way to communicate among people to the proposal of enterprise architectures as a way to drive implementations.

Andréa Wattky Crestan and Gilles Neubert show us in 'Process reengineering in the context of logistics outsourcing' the success they achieved at Rhodia carrying out a reengineering project. They analysed the logistic problems Rhodia was carrying and decided to outsource some processes coming from the chattering process after using SCOR framework. Additionally, they improved that process using SCOR's best practices. As a conclusion, they reduced cycle times, designed and implemented standard logistic processes and to improved visibility along the supply chain.

In their paper 'Designing an industrial maintenance system: a proposed methodological framework' Nikolaos A. Panayiotou et al. point out the importance of the maintenance process and its relationships with other processes in a typical manufacturing company.

They propose a methodology to define suitable maintenance concepts that will drive the design of the maintenance system according to a maintenance system design framework they propose. Its measurement will provide feedback for potential future adoption of the selected maintenance strategies. The authors apply the methodology and the framework successfully to a Greek manufacturing company.

I am glad because the high applicability of the proposals of the authors (4 out of 5 of the papers have a case study supporting the research of the authors) and the interest of companies to cope with methodology problems. It is clear the big interest that community and enterprises have to know how they should manage and reengineer their processes. Following I provide an overview of the papers of this special issue.

In 'Process selection for Business Process Management in a mobile telecommunications company' Jinmii Lee and Jin Ho Choi deepen in the phase of process selection within a BPM methodology. They remark the importance to have a well-sounded method to select processes in a given effort (for example, to which processes should I improve). They present a BPM methodology (LG CNS BPM methodology) and introduce that well-sounded method (they call it enPAM (Entrue Process Assessment Model) in it. The validity of their proposal is well tested on a mobile telecommuncations service operator.

Víctor Anaya and Ángel Ortiz propose us an extension of Zachman Framework in their paper 'Extending Zachman's framework with traceability relationships'. Their proposal sketches how enterprise architectures can be improved if they are enriched with traceability relationships among the artefacts of the framework. Doing that processes become the business drivers they are suppose to be and impact analysis over information systems and resources are feasible. The authors show us an example on how to use traceability links to detect interoperability problems between two companies.

Finally, Teresa Sánchez Chaparro et al. explain in their paper 'Business Process Modelling as a synchronisation tool: improving client-provider communication in a context of service outsourcing' how business process diagrams are useful and easy to use mean to exchange ideas and procedures among partners (a telecommunication company and a call-centre provider) in a bidirectional way. For achieving that they supported

it with applications and training. This case study points out the importance of improving communication and synchronisation between partners.

I am very grateful to all the people that have done this special issue possible. Thank you to the authors, Editor-in-Chief of Inderscience, Editorial Staff of *IJITM* and the Editor. I specially appreciate the outstanding job reviewers have done. Thank you very much to all of them.