RISE_BPM: Experiences from a 4-Years Horizon 2020 Researcher and Innovation Staff Exchange Project

ERCIS Lunchtime Seminar

Armin Stein

09.07.2019

RISE_BPM: How it is being perceived

Australia introduced new rules for us

Road to RISE_BPM

Road to RISE_BPM: The Networked Service Society

Funded by the GMER's International Office; 07/2010 – 12/2014

Joint Education

We develop and implement joint education programs for increasing the mobility of our students and PhD students.

Joint Research

We perform high quality research. We publish our results in leading peer-reviewed journals and present them on international conferences.

Joint Industry Projects

We perform research that 'matters', in close cooperation with industry partners and the public sector. Our objective is to establish long-term cooperation initiatives funded by these stakeholders.

Project partners

WESTFÄLISCHE WILHELMS-UNIVERSITÄT MÜNSTER

QUT

UNIST — Ulsan National Institute of Science and Technology

THE UNIVERSITY OF WAIKATO — Te Whare Wānanga o Waikato

networked _SERVICE SOCIETY

Joint Research

Joint Industry Projects

Global Service Research Center

Joint Education

Result: International collaboration is great

... and so is the Asia-Pacific region

- Let's do something to keep this options!

The RISE
funding scheme

The RISE funding scheme
The RISE objective

Objective: The RISE scheme promotes international and cross-sector collaboration through exchanging research and innovation staff, and sharing knowledge and ideas from research to market (and vice-versa).The scheme fosters a shared culture of research and innovation that welcomes and rewards creativity and entrepreneurship and helps to turn creative ideas into innovative products, services or processes.

The RISE funding scheme

Expected impact

- At staff member level:
  - Increased set of skills, both research-related and transferable ones, leading to improved employability and career prospects both in and outside academia
  - Increase in higher impact R&I output, more knowledge and ideas converted into products and services
  - Greater contribution to the knowledge-based economy and society

- At organisation level:
  - Enhanced cooperation and transfer of knowledge between sectors and disciplines
  - Strengthening of international and intersectoral collaborative networks
  - Boosting of R&I capacity among participating organisations

- At system level:
  - Increase in international, interdisciplinary and intersectoral mobility of researchers in Europe
  - Strengthening of Europe's human capital base in R&I
  - Increase in Europe's attractiveness as a leading destination for R&I
  - Better quality R&I contributing to Europe's competitiveness and growth

European Commission

EN

Horizon 2020

Work Programme 2018-2020

3. Marie Skłodowska-Curie actions

The RISE funding scheme

The money

- 4.500€ per seconded month to the sending institution
- 2.000€ per month *have* to be paid to the secondee
- *No* explicit HR costs

EN

Horizon 2020

Work Programme 2018-2020

3. Marie Skłodowska-Curie actions

The proposal

We called it "RISE_BPM"

Propelling BPM by Research and Innovation Staff Exchange

ERCIS

Project Goal: RISE_BPM networks world-leading research institutions and corporate innovators to develop new horizons for research in Business Process Management

Project Consortium: 8* universities and 2 companies from Australia, Austria, Brazil, Germany, Liechtenstein, the Netherlands, South Korea and Spain
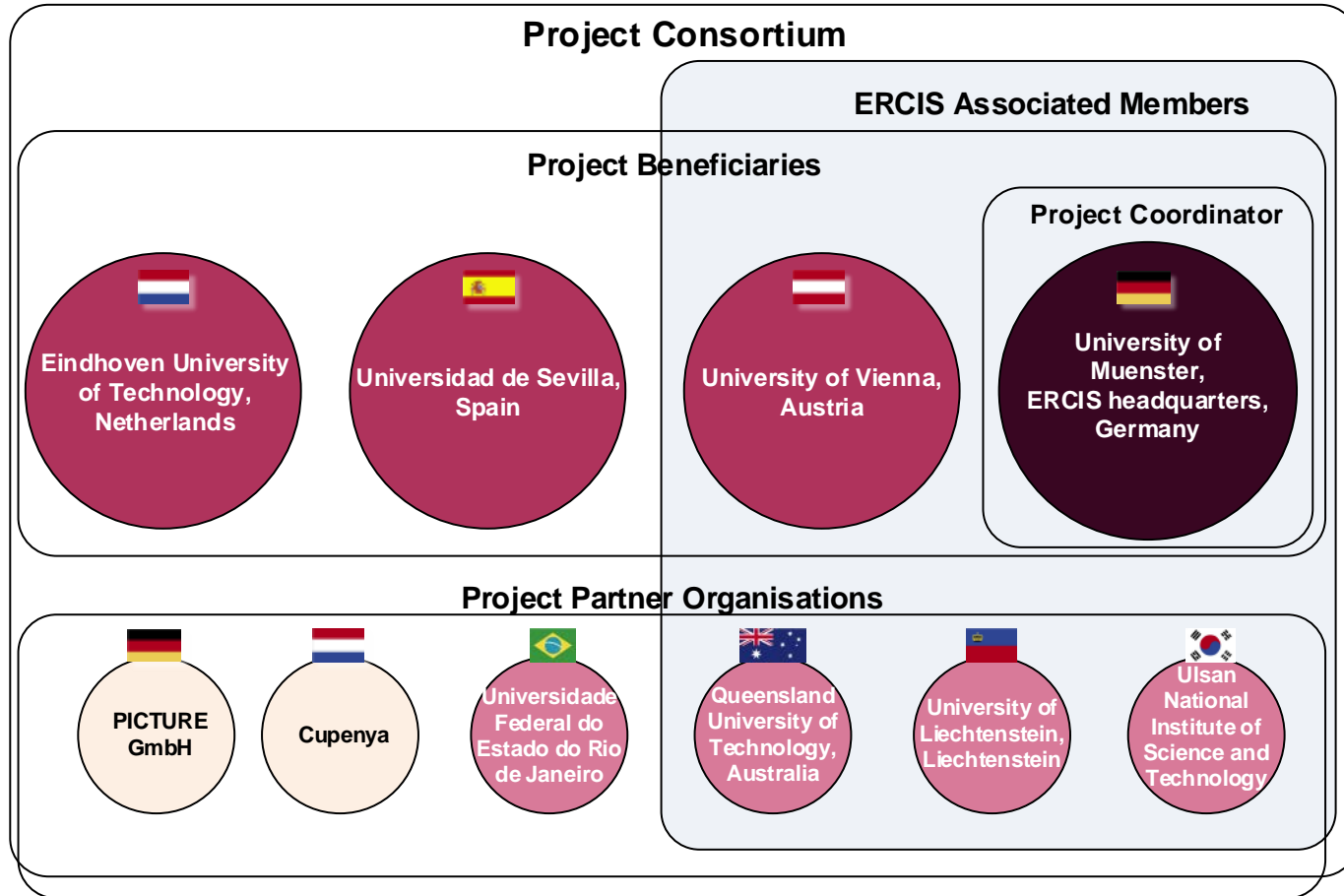
Funding scheme: EU Horizon 2020 - Marie Skłodowska-Curie actions
Total funding: 855,000 € (74* secondments, 190* months, 4.500€/month)

All information: https://www.rise-bpm.eu

RISE as funding source seemed appropriate…

… and our (initial) partner system, too

Project Consortium

ERCIS Associated Members

Project Beneficiaries

Project Coordinator

Eindhoven University of Technology, Netherlands

Universidad de Sevilla, Spain

University of Vienna, Austria

University of Muenster, ERCIS headquarters, Germany

Project Partner Organisations

PICTURE GmbH

Cupenya

Universidade Federal do Estado do Rio de Janeiro

Queensland University of Technology, Australia

University of Liechtenstein, Liechtenstein

Ulsan National Institute of Science and Technology

Key objectives

How things evolved

- To propel BPM research in the era of
  - Social Media,
  - Smart Devices,
  - Real-Time Computing, and
  - Big Data Technology

- To enable companies to develop new products and services for designing and analysing business processes

- To supply the involved staff with a unique intellectual environment for accumulating boundary-spanning knowledge and skills that refer to the entire BPM lifecycle
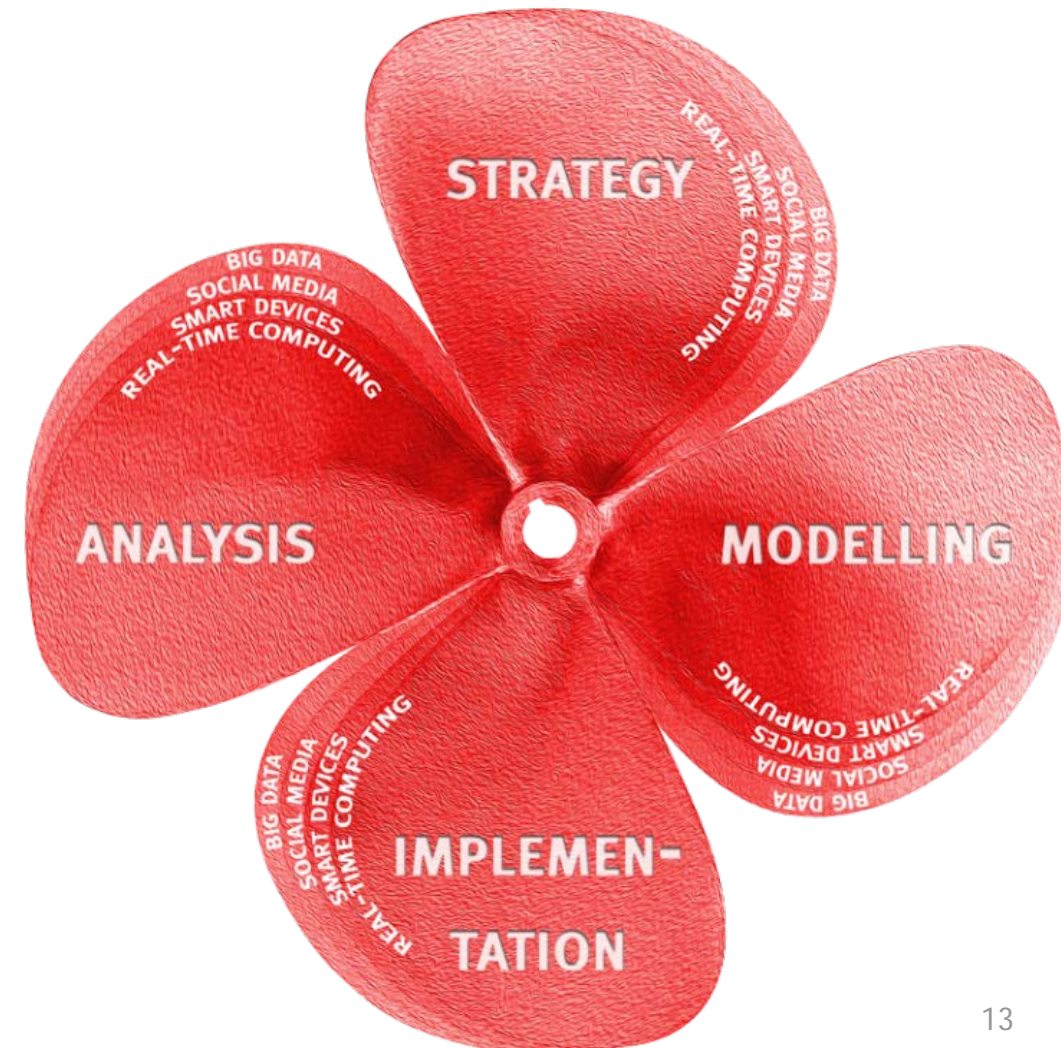
Let's write a proposal 👧👦

The *efforts* were *relatively* low

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Let's write a proposal 👷👷

The *creativity* was *relatively* high

Sec	RNr		SUni	Type	TUni	Start	Dur.
1	1	2010	WU	ER	CUP	1	3
2	2	2001	WU	ESR	CUP	2	4
3	1	2010	WU	ER	QUT	7	3
4	1	2010	WU	ER	QUT	18	6
5	2	2001	WU	ESR	QUT	8	4
6	2	2001	WU	ESR	QUT	17	4
7	3	2002	WU	ESR	Uni-LI	15	4
8	4	2013	WU	ER	UNIST	14	3
9	4	2013	WU	ER	UNIRIO	9	3
10	4	2013	WU	ER	UNIRIO	17	1
11	5	1001	WWU	ESR	QUT	7	4
12	5	1001	WWU	ESR	QUT	14	4
13	6	5001	UNIRIO	ESR	WU	15	4
14	7	1010	WWU	ER	Uni-LI	2	2
15	7	1010	WWU	ER	Uni-LI	14	2
16	8	1002	WWU	ESR	Uni-LI	1	4
17	8	1002	WWU	ESR	Uni-LI	13	4
18	9	1003	WWU	ESR	UNIST	9	4
19	9	1003	WWU	ESR	UNIST	21	4
20	25	1011	WWU	ER	UNIRIO	5	2
21	25	1011	WWU	ER	UNIRIO	17	2
22	10	1004	WWU	ESR	UNIRIO	4	4
23	10	1004	WWU	ESR	UNIRIO	16	4
24	11	6010	Uni-LI	ER	WWU	1	1
25	11	6010	Uni-LI	ER	WWU	21	2
26	12	6001	Uni-LI	ESR	WWU	2	2
27	12	6001	Uni-LI	ESR	WWU	20	2
28	13	4010	UNIST	ER	WWU	4	1
29	13	4010	UNIST	ER	WWU	16	1
30	14	5010	UNIRIO	ER	WWU	7	2
31	6	5001	UNIRIO	ESR	WWU	7	4
32	15	3010	USE	ER	CUP	3	1

Let's write a proposal 🙋‍♀️🙋‍♂️

Implications for WWU were *quite* severe

	A	B	C	D	E			K	L	M
1		Project Start:			01.05.2015			4	8	10
2								1	2	3
3					32	88				
4	N ▾	Res ▾	Send ▾	Type ▾	Host ▾	St ▾	Durat ▾	05.15	06.15	07.15
15	16	8	WWU	ESR	UNILI	1	4			
16	14	7	WWU	ER	UNILI	2	2			
18	108	40	WWU	MAN	QUT	2	1			
19	22	10	WWU	ESR	UNIBIO	4	4			

How should this happen?

Distribution of work packages
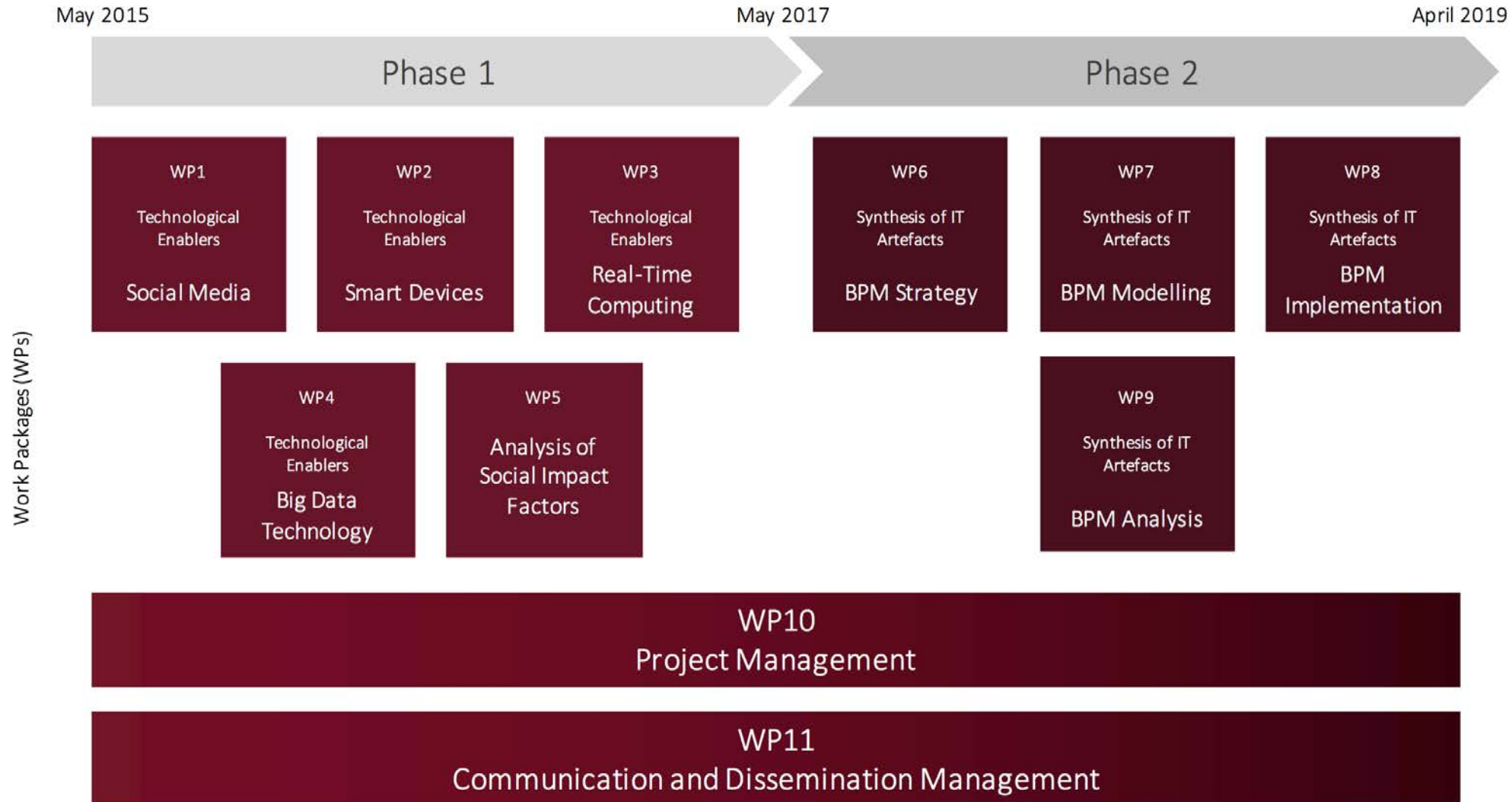
What did they expect from us...

... or what did we promise?

WP No	Del Rel.	Del No	Title	Description
WP1	D1.1	D1	Social Computing Impacts	Two joint publications on the analysis, develop...
WP2	D2.1	D2	Smart Devices Impacts	Three joint publications will be prepared and h...
WP3	D3.1	D3	Real-Time Computing Impac	Two joint publications on the use of real-time ...
WP4	D4.1	D4	Big Data Technology Impac	Two joint publications on proposals the applica...
WP5	D5.1	D5	Societal Impacts	One joint report consolidating the societal imp...
WP6	D6.1	D6	Artefacts for BPM Strategy	Two joint publications on IT artefacts for BPM ...
WP7	D7.1	D7	Artefacts for BPM Modellir	Two joint publications on BPM modelling techniq...
WP8	D8.1	D8	Artefacts for BPM Impleme	One joint publications on BPM Implementation, i...
WP9	D9.1	D9	Artefacts for BPM Analysis	One joint publications on BPM Analysis, inspire...
WP10	D10.1	D10	Project Management	• Annual Management Report (M12, General report...
WP11	D11.1	D11	Communication and Dissem	Website (M02) Presentations at Events (starting...

Implications

What did this mean for the coordinator?

- We had to develop a Consortium Agreement
  - Distribution of money
  - Processes in case of differences among the participants
  - Any other side agreements

http://www.bfe-inf.org/sites/default/files/styles/16x9/public/at-01-coordination-iStock-512217782.jpg

What did this mean for the coordinator?

Distribution of money

- That was *simple*, as Christoph Stegemann (External funds accounting (Dept. 6.3)) took care of it 🙏

- … at least so we thought …

- We had to develop a Consortium Agreement
  - Distribution of money
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https://endtimesand2019.files.wordpress.com/2015/06/0887b-150420113144-money-bomb-780x439.jpg

What did this mean for the coordinator?

Distribution of money

- 4.500€/months (lump sum!) are split in so-called Category A, B, and C costs

- 2.000€ Category A: „staff member costs": For each full month (!) to be handed to the researcher for their travel and subsistence costs

- *1.800€ Category B: „institutional costs" (or costs related to „research, training, transfer of knowledge, networking, management and indirect costs")

- *700€ Category C: „management costs"

- Some calculation fun:
    - 4.500€/months is being paid for the period between
      Day_n of $Month_x$ until Day_{n-1} of $Month_{x+1}$
    - 04.03.2018-03.04.2018 = 31 days = 1 month = 4.500€
    - 01.02.2018-28.02.2018 = 28 days = 1 month = 4.500€
    - 01.02.2018-01.03.2018 = 28 days + 1 day = 29 days = ??? OR
    - 01.02.2018-01.03.2018 = 1 month + 1 day = 4.500€ + 1/30*4.500€ = ??? OR
    - 01.02.2018-01.03.2018 = 1 month + 1 day = 4.500€ + 1/31*4.500€ = ???

- We had to develop a Consortium Agreement
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What did this mean for the coordinator?

Distribution of money

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- *1.800€ Category B: „institutional costs" (or costs related to „research, training, transfer of knowledge, networking, management and indirect costs")
- *700€ Category C: „management costs"
- What can be done with this institutional costs? No-one really knew…
- We decided that for each secondment month,
    - 100€ remain with the coordinator for the payment of the annual joint event
    - 410€ should be kept by the sending institution for hosting local events, and
    - 290€ should be given to the coordinator for the coordination

- We had to develop a Consortium Agreement
  - Distribution of money
    - Processes in case of differences among the participants
    - Any other side agreements

What did this mean for the coordinator?

Processes in case of differences

- Here we were quite relaxed:

THE IS RESEARCH NETWORK

- We had to develop a Consortium Agreement
  - Distribution of money
  - Processes in case of differences among the participants
  - Any other side agreements

What did this mean for the coordinator?

Any other side agreements

- Gender Action Plan: We decided to support families by
  - allowing shorter or interrupted stays
  - providing additional Category B costs to support
  - Case Brisbane Australia:
    2 months w/o interruption: Flight ~900€ leaves 3.100€ for accommodation
    2 months w interruption: Flight ~1.800€ leaves 2.200€ for accommodation

- Unfortunately, some partners ignored these rules, rendering the GAP meaningless

GANZE WOHNUNG

Apartment in Brisbane CBD

2 Gäste · 1 Schlafzimmer · 1 Bett · 1 Badezimmer

Küche · Pool
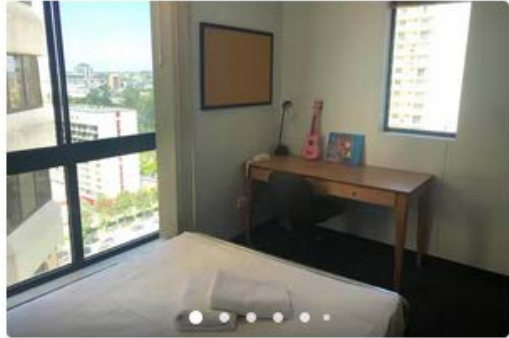
★★★★★ 15 · Superhost

~~1.529€~~ 1.030€/Monat

- We had to develop a Consortium Agreement
  - Distribution of money
  - Processes in case of differences among the participants
- Any other side agreements

Lessons learned

What did *we* learn as *coordinators*?

About the European Commission

- Yearly changing project officer – response/proactivity dependent on personal commitment

- During project start phase: EU knowledge <= our knowledge

- Unclear expectations:
    - How to distribute money?
    - Reporting?

- Feeling that only secondments and secondment months matter - no content knowledge/interest

- Complete no show for final meeting request

- Very difficult/long process to add institutions to the existing consortium

- Flexibility of payment differs a lot between institutions

What did *we* learn as *coordinators*?

Surprise Audit

Dear all,

European Court of Auditors has selected randomly for audit the EU Grant no 645751 RISE-BPM, 1st period 1/5/2015 to 30/4/2017. The following sample of secondments was selected.

First name	Second name	Typ	Receiving	Start	End
Friedrich	Chasin	ESR	Ulsan National Institute Of Science And Technology	3.02.2016	06.04.2016
Friedrich	Chasin	ESR	Universidade Federal Do Estado Do Rio De Janeiro - Unirio	1.07.2016	1.11.2016
Martin	Matzner	ER	Universidade Federal Do Estado Do Rio De Janeiro - Unirio	28.09.2015	27.10.2015
Markus	Monhof	ESR	Universitat Liechtenstein	22.08.2016	21.12.2016
Henrich	Scholta	ESR	Queensland University Of Technology - Qld Qut	1.02.2016	31.03.2016
Armin	Stein	managerial Staff	Universitat Liechtenstein	11.02.2017	19.03.2017
Benjamin	Kloer	ESR	Universidade Federal Do Estado Do Rio De Janeiro - Unirio	2.06.2016	10.08.2016
Moritz	von Hoffen	ESR	Ulsan National Institute Of Science And Technology	20.09.2016	18.11.2016
Florian	Plenter	ESR	Queensland University Of Technology - Qld Qut	5.10.2016	8.12.2016
Florian	Plenter	ESR	Universidade Federal Do Estado Do Rio De Janeiro - Unirio	28.02.2017	29.04.2017

This audit will be a desk check, meaning I would like you to send me by 9th April 2018 if possible the following data:

a. Any documents confirming participation in the secondment , confirming also starting and ending dates,
b. Any other evidence like timesheets, Lab extracts, relevant publications etc confirming her involvement to the project for the sampled secondments.
c. Any documents confirming employment of the sampled persons in WWU in the audited period,
d. Confirmation of the payments of the financial contribution for all sampled secondments,
e. Extract from the accounting system for all costs (financial contributions) claimed in the Form C for 1st period
f. Projects financed from EU budget in WWU in 2017 year (2015 and 2016 I have as I had audit in your organization last year)
g. Consortium agreement for the sampled grant.
h. Confirmations of payments from the Commission (prefinancing and payment for 1st period)

Auditor Ewa Szpunar-Zajac in a helicopter of the Latvian State Border Guard

Armin Stein

What did *we* learn as *coordinators*?

Surprise Audit

a. Any documents confirming participation in the secondment , confirming also starting and ending dates,
b. Any other evidence like timesheets, Lab extracts, relevant publications etc confirming her involvement to the project for the sampled secondments.
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d. Confirmation of the payments of the financial contribution for all sampled secondments,
e. Extract from the accounting system for all costs (financial contributions) claimed in the Form C for 1st period
f. Projects financed from EU budget in WWU in 2017 year (2015 and 2016 I have as I had audit in your organization last year)
g. Consortium agreement for the sampled grant.
h. Confirmations of payments from the Commission (prefinancing and payment for 1st period)

- We handed in everything
- We did not hear back yet

Auditor Ewa Szpunar-Zajac in a helicopter of the Latvian State Border Guard

Armin Stein

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What did *we* learn as *participants*?

Planning and performance of secondments

- Staff turnover
    - Project management issues
    - Knowledge drain/unfulfilled secondments

- Impact on operational work at home institution (the more secondments the less researchers available)

- Business: companies harder to motivate to second staff

- Finding the right contact person at host institutions

- Secondment planning should be done as realistic as possible

- Secondees should understand it as a benefit, not as a doing us a favour to stay in Rio / Brisbane / Melbourne / Korea / Liechtenstein for 4+ weeks

- Clear rules of documentation

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http://images.derstandard.at/2016/06/24/touristArtikelbild.jpg

Some of our partners' feedback

Conducting a RISE Project enabled us to develop ground-breaking ideas

- Secondments enable us to do research that cannot be done in remote locations(!). RISE is a very valuable funding schema.

- RISE enables us to establish new ties and work in entirely new constellations, to develop ground-breaking insights.

- Working in new constellations can sometimes be difficult and time-consuming from an operational point of view.

- Sometimes it is difficult to free up time for working closely with guest researchers. At times, research in remote locations works better for ERs than for ESRs.

- It is unrealistic to expect high-volume press coverage from single secondments. This output must be developed jointly at annual events.

Lessons Learned

- 4 weeks are over very quickly
  - Prepare a secondment plan with milestones for the stay
  - Define goals and actions for joint research after the stay
- Travels to EU partners would have been nice too

- Visiting other chairs/universities is a great inspiration both for research as well as teaching
- Great way for getting to know other researchers and extending the network

Lessons learned

- Problems with the participation of companies
- Minimum secondment duration
  - For senior staff is best to plan 2 short periods
- Expect the unexpected
- Balance the secondments between years
- Facilitate an agile secondment planning
- Encourage long intermediate meetings
- Joint meetings scheduling
- Flexibility in Category B Budget
  - Allow visiting European Project partners
  - Allow visiting other institutions that do not belong to the Project
- Importance of having a good project coordinator

Lessons learned

- Take the chance to work as much as possible during the secondment
- Following up after a secondment is not always easy as we would like it to be
- It is not easy to handle many people from different sites (and topics) at the same time
- Receiving PhD students is very nice but it has to be very well articulated by the supervisors
- Maybe the visits should be always planed in pairs

UNIRIO

Project outcomes

The project's core outcome(s)

What we can report about

Armin Stein

The project's core outcome(s)
What we can report about

Beverungen, D.; Buijs, J.; Becker, J.; Di Ciccio, C.; van der Aalst, W.; Bartelheimer, C.; vom Brocke, J.; Comuzzi, M.; Kraume, K.; Leopold, H.; Matzner, M.; Mendling, J.; Ogonek, N.; Post, T.; Resinas, M.; Revoredo, K.; del-Rio-Ortega, A.; La Rosa, M.; Santoro, F.; Solti, A.; Song, M.; Stein, A.; Stierle, M.; Wolf, V. (2019). Seven Paradoxes of Business Process Management in a Hyper-Connected World (submitted). In: *Business & Information Systems Engineering. Addresses WP1, WP2, WP3, WP4, WP6, WP7, WP8, WP9.*

2019

Comuzzi, M.; Márquez-Chamorro, A.; Resinas, M. (2019). A Hybrid Reliability Metric for SLA Predictive Monitoring (forthcoming). In: *34th ACM Symposium on Applied Computing (SAC)*, Limassol, Cyprus. *Addresses WP9.*

Heuchert, M.; Barann, B.; Cordes, A.; Becker, J. (2019). Entwicklung eines Entity-Relationship-Modells und eines Verknupfungskonzeptes- eine Betrachtung des Omni-Channel-Managements aus einer Information Systems-Perspektive. In: Robra-Bissantz, S.; Lattemann, C. (Eds.) *Digital Customer Experience: Mit digitalen Diensten Kunden gewinnen und halten*, Publisher Name Springer Vieweg, Wiesbaden. *Addresses WP2, WP3.* Access

van der Aa, H.; Di Ciccio, C.; Leopold, H.; Reijers, H. (2019). Extracting Declarative Process Models from Natural Language. In: *31st International Conference on Advanced Information Systems Engineering (CAiSE 2019)*, Rome, Italy. *Addresses WP7, WP8.* Access

Di Ciccio, C.; Ekaputra, F.; Cecconi, A.; Ekelhart, A.; Kiesling, E. (2019). Finding Non-compliances with Declarative Process Constraints through Semantic Technologies. In: *CAiSE 2019 Forum*, Rome, Italy. *Addresses WP7, WP8, WP9.* Access

The project's core outcome(s)

What we can report about

- We made new connections for research and teaching

- We might win the University of Sevilla as Spanish ERCIS partner (they will be present at the Annual Workshop in Loughborough)

- We gave young (and not-so-young!) researchers unique experiences

- We experienced our partners as very reliable, which is beneficial for future collaboration (increased trust)

- We started collaboration with the University of Melbourne (new) and the Pohang University of Science and Technology (supplement for Ulsan National Institute of Science and Technology)

- We re-initiated the Joint PhD efforts with QUT

Summing up…

Here you would find the video… Click the pic!

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