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Process Knowledge Value Proposition in Business Process Management

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Abstract. Business process conceptual modeling focuses on studying process scenarios and mapping workflows as well as analyzing a business actor's behavior. Taking the process-modeling techniques that have been presented in the literature into account, the author noticed a variety of notations that were applied for the process's description. In addition, the values in the business-process models and the management-science literature have different interpretations. In this study, the author focused on process-value identification, interpretation, and visualization and aimed to provide literature surveys on process knowledge as well as on process value. However, the academic research background is followed by another qualitative approach to capture process value and emphasize the thoughts of the business actors in a process. Hence, the case-study analysis is supplemented by a literature survey. In this case study (concerning a publishing house), process knowledge was received through interviews with the publishing house's main editor as well as through a study of discussions that were provided by the editorial committee members. Finally, the potential advantages of the studying of process value and some limitations and challenges for the identification and modeling of value are identified. By examples, the author revealed some values that are realizable in the business process and discussed them; i.e., relevance and rigor in the publishing process. The main contribution concerned identifying and visualizing business-process value through modeling techniques. The author strongly emphasized that, in the research process as well as in the research-result-dissemination process, relevance and rigor as values should be critical. Beyond this, the author presented how goal-modeling notation i* and ArchiMate notation can be combined with e3 value-modeling notation and which consequences arrived from this combination.

Keywords: value, business process, process knowledge, relevance, rigor, publishing house

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1. INTRODUCTION

The management of business processes requires a deep understanding of the relationships among the activities as well as being able to identify business-process actors, their roles, and the descriptions of all of the other resources that are needed for process realization. Lamine et al. (2022) emphasized that process management should include a consideration of process-value creation. Although enterprise management is a systemic approach that aims at managing the variations of value levels, a separate proposition concerns the knowledge of process values. Therefore, the author formulated some research questions in this study (Fig. 1):

- Who creates values in a socio-economic context (and how)?
- Which knowledge on process is elicited, validated, and used?
- Which values are available in process modeling?
- How are process-knowledge values modeled?

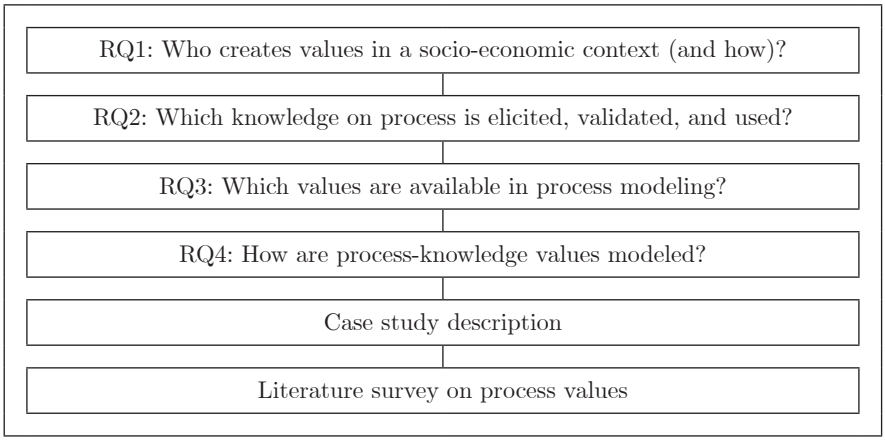

Fig. 1. *Research outline*

The case study that is included in this paper presents higher education institution processes that can be modeled with various techniques; each technique has its own purpose, tool, and description. Knowledge about the processes was received from the process owner, who was able to reveal a particular opportunity of process modeling. Beyond this, process knowledge is recognized through the study of business organization regulations. In the provided case study, the author emphasized the necessity to consider each process in its ecosystem and in combination with other organizational processes. In this study, the author highlighted the issues of process-hierarchy modeling or process-map creation. In a process hierarchy, processes are realized on various levels in a business organization; however, process maps may include processes on one organizational level. Process hierarchies and process maps require the identification, ordering, and description of all organizational processes in one process-data repository. Then, the processes can further be monitored, controlled, and renewed if neces-

sary. In this paper, the case study focused on modeling the business processes for an university publishing house, which was an university business unit that was involved in editing textbooks for students as well as research books; i.e., research monographs, promotional monographs, or conference proceedings. This business unit had a well-designed procedure called its publishing cycle, which was the editorial committee's tool for steering the publishing actions. Beyond this, the author needed a literature survey in order to discuss key concepts, which were identified and studied in the case study.

There are many aspects of process modeling that should be considered; for example, business processes are expected to be strategically aligned among themselves inside a business organization as well as with a business strategy and individual stakeholders' goals. The business processes are said to operationalize the business strategy, and the process stakeholders are believed to be able to identify their tasks, business goals, competencies, and process resources. Beyond this, however, there are some other questions regarding process quality, risks, constraints, rules, and values, for example.

The rest of this article covers the following sections. The second section is comprised of the case study description. The third part includes the literature survey on process-knowledge-value modeling. Finally, the author formulates the conclusion and explains the limitations of the study.

2. CASE STUDY DESCRIPTION

According to Myers (2014), a research case study is used to convince other researchers of the applicability of a particular theory or proposition. A case study can be done about decisions, programs, implementation processes, or organizational changes. Yin (2014) emphasized that, in a case-study approach, researchers cannot apply statistical generalizations as methods of generalizing the results. A case study is like an experiment through which a previously developed theory and earlier collected arguments are used as templates with which to compare the empirical results of the case study. A case study can be used as an interpretative approach for capturing its corresponding contextual richness and complexity. A case study draws attention to the question of what specifically can be learned from a single case (Stake, 2000). In this paper, the instrumental case study was to facilitate the understanding of the categories of the values. This case was used as an exploratory research method for investigating the business-process values.

Each case study is placed within a number of contexts – economic, ethical, physical, or cultural. This case study concerned a publishing house, which was a business unit that was financially dependent on a university. Figure 2 presents a model of the business unit's architecture. Through interviewing the publishing house employees, the author identified the publishing house stakeholders: Chief Editor, Publishing House Secretary (and other editors), the University Rector, University Information Technology (IT) Executives, IT Administrative Staff, and university researchers (as potential, actual, and past authors). In general, the university publishing house was interested in ensuring the efficiency and effectiveness of the publishing process; it was strongly

motivated to achieve a high ranking position, as they compete with other academic publishing houses. Each higher education institution is obligated to elaborate a university strategy for four-to-five years. This planning is a necessary condition for formulating its publishing house strategy, which is understood as a course of actions (in the ArchiMate language). The publishing house's strengths, weaknesses, threats, and opportunities are included in the assessment category. A university senate decree determines this business unit's course of action; hence, it is here understood as a principle. The fundamental business requirement for the processing of actual information in this business unit concerns the information system, which is constrained by rules.

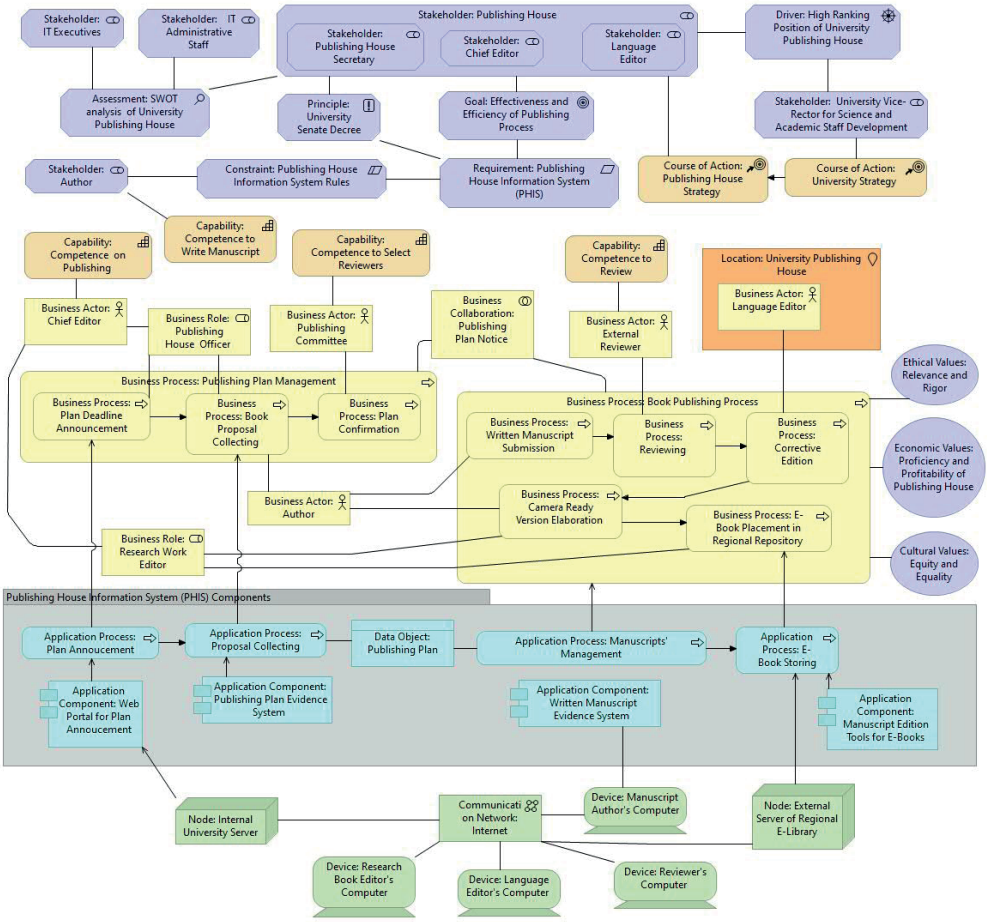

Fig. 2. *Publishing house architecture model*

A publishing house includes two main processes: publishing-plan management, and the book-publishing process. The information system's components (i.e., applications) support the data processing. The lowest level in this model covers the

specifications of the computer and network infrastructure (Fig. 2). From the point of view of the research goals, the processes are expected to provide values. The ethical values are based on the concept of obligations; therefore, the stakeholders are expected to formulate the business strategy of the entire university as well as for each business unit (i.e., the publishing house). They should respect the principles, realize the sub-processes according to a schedule, and ensure the proficiency and profitability of this business unit.

This study emphasizes only selected ethical values (i.e., relevance and rigor), economic values (i.e., proficiency and profitability), and cultural values (i.e., equity and equality). From the point of view of research proficiency, values such as relevance and rigor are treated as being instrumental in the publishing process; they are also highly demanded in the whole process of research work, taking the fact that the publishing is a certain culmination of research into account. The relevance and rigor values are strongly emphasized in the design science research (DSR) paradigm (Hevner & Chatterjee, 2010), which is a rigorous and pragmatic investigation approach that promotes the development of artifacts in order to provide a useful solution to a relevant domain problem (Tebes et al., 2020). The DSR paradigm is mostly known in technical science; however, the values (i.e., relevance and rigor) should be respected in other domains such as social science, natural science, or mathematics. The epistemological assumption of DSR can briefly be defined as "knowledge through making" (Janse van Rensburg & Goede, 2019). The DSR paradigm covers descriptive and prescriptive knowledge: descriptive knowledge is concerned with the "what," and prescriptive knowledge is concerned with the "how" of the created artifacts. Examples of descriptive knowledge include descriptions of phenomena as well as principles, theories, and patterns; while examples of prescriptive knowledge include artifacts creation such as constructs, models, methods, processes, instantiations, and design theories (Janse van Rensburg & Goede, 2019). Drechsler et al. (2016) argued that the research's relevance supports research that is potentially useful. Mohajeri and Leidner (2017) discussed the pluralistic nature of relevance and classified the typology of relevance according to four perspectives: applicability, knowledge-production transfer, meaning, and empowerment. The value of process knowledge includes applications in problem solving and empowerment in leadership as well as building knowledge for human thinking support. Benbasat and Zmud (1999) proposed four key dimensions of relevance, stating that relevant research papers should be interesting, applicable, current, and accessible. The last dimension concerns knowledge transfer. Robey and Markus (1998) argued that research publications meet the standard of both rigor and relevance by employing four strategies: cultivating practitioner sponsorship, adapting new research models, producing research reports, and supporting nontraditional research issues. Mohajeri et al. (2020) emphasized the difference between practical significance (i.e., research impressiveness to academicians) and relevance (i.e., usefulness to practitioners). Hug and Aeschbach (2020) identified relevance with completeness, appropriateness, originality, and feasibility; they argued that the evaluation of rigor is indicated by verbs (e.g., done, established, measured, estimated, considered, and planned) and by adjectives (e.g., sound, solid, reliable, and unproblematic). The relevance of research publication can be perceived from two perspectives: the individual

practitioner's perspective, and the research community's perspective. From the individual point of view, the relevance of a research contribution is related to the prevalence and severity of the addressed problem (Engstrom et al., 2020). Publication relevance refers to the potential of research and informs the publication's recipients about solutions, challenges, and problems. Relevance is defined as meaningfulness and utility, while publication quality is understood as rigor and credibility (Ross et al., 2010). Rigor means staying within disciplinary norms and standards, performing research with appropriate methods, and applying appropriate and agreed protocols (Dingledine, 2018). According to Gill and Gill (2020), rigor definitions tend to fall into one of two categories: criteria-based, and compliance-based. For these, the rigor is demonstrated by integrity and competence. Rigor is the systematic utilization of procedures that follow standardization, and the application of logic thinking and the use of appropriate statistical techniques are mentioned as being critical to rigor. Compliance-based rigor means selecting appropriate research methodologies and being transparent in documenting whole investigations and publication processes. Kotze et al. (2015) added that rigor means that the process produces a theoretical contribution, while relevance means that the process provides a practical solution. Some researchers perceive a dissonance between scientific rigor and practical relevance; however, they should look for ways to systematically improve and combine the practical relevance of their research and rigor of the practice. Practical relevant research is pragmatic, feasible, and focused on the research process's results and their applicability. According to Houston (2019), rigor is the basis for having confidence in one's research findings. Scientific rigor means that a researcher precisely defines the constructs of interest, includes the right set of variables in his/her empirical tests, and verifies the right set of relationships among his/her variables (Houston, 2019).

For this study, the author screened and examined articles that were present in open online databases; i.e., Scopus, Web of Science, IEEEXplore, Science Direct, and AIS eLibrary. The literature survey allowed to emphasize that knowledge is inherent in the process activities that are gained through engaging in and reflecting on those activities. Knowledge is inherent in the artifacts (i.e., process, task, act, or data object) as well as in the process of creating the artifacts (Cross, 2001). Any artifact is constructed according to an intended purpose, and its performance can then be compared to its purpose. Value is ascribed to the knowledge of concrete properties (Cross, 2001), while process knowledge is justified with persistent observation and confirmability. Rigor and relevance, proficiency, equity, and equality concern each process task in a publishing house. The values are important for the preparation of a publication as well as in the editorial process. The values characterize the research result dissemination activities through publications, such as monographs and journal papers, which are written and published to popularize knowledge. A university publishing house is financially dependent and supported by the university, but its profitability is evaluated (as it is expected to be a profit center). A profit center is a business unit that generates both revenues and expenses; the revenues are expected to exceed the expenses. Many times, however, the publishing house is a cost center that has a special budget and works in such a way that it does not generate profits nor exceed its expense budget.

However, the values in the processes can be further understood and visualized in some different ways. A business process is, by definition, a sequence of activities that are realized for a particular goal; the achieved goal provides value to a business-process-product recipient (i.e., an author, employee, customer, citizen, learner, or patient). The product or service that is provided through the process is valuable to this recipient. The goal-modeling notation (i.e., i*, or iStar) supports the process of identifying tasks and combining them with the actors, resources, quality measures, and goals (Fig. 3).

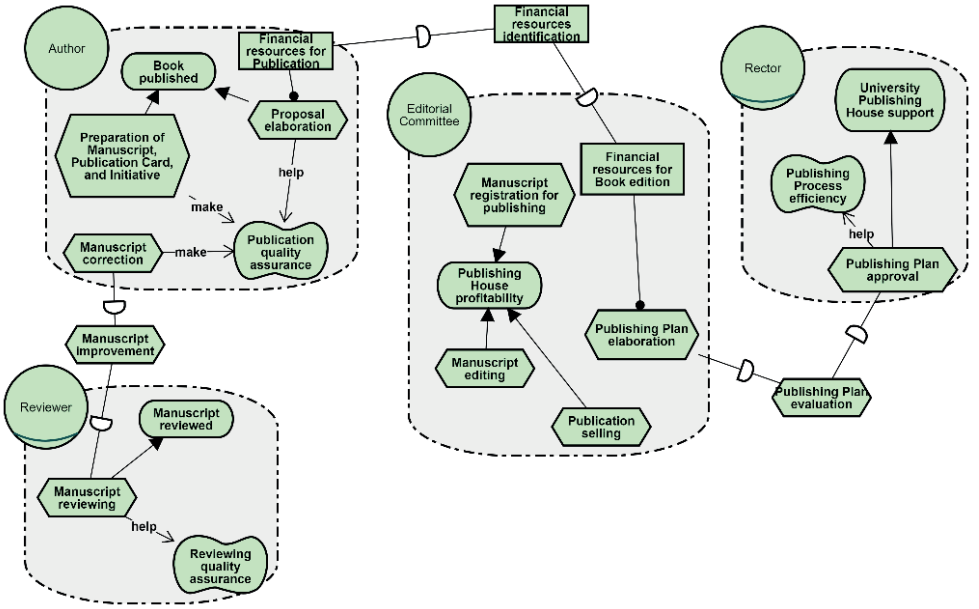

Fig. 3. *i* model for publishing cycle goal identification*

PiStar (https://github.com/jhcp/pistar) is an online goal-modeling tool that support the iStar 2.0 engineering standard requirements; goal-oriented modeling supports modeling-information systems and reengineers business processes, because iStar models allows for process identification, analysis, and making decisions on any further reengineering or removals. Figure 3 includes the publishing house's actors and their tasks, which are realized to achieve particular goals (i.e., manuscript reviewed, book published, publishing house profitability, or publishing house support); each of these covers a value for a particular person. These combinations allow for identification tasks without goals or goals without tasks. In both cases, a process engineer must make decisions on the reconstructions of processes in a business organization. The e3Value model is oriented toward emphasizing the values in the business processes. The fundamental question is this: which objects are valuable? Figure 4 covers the e3Value model for the publishing house. The focus is on identifying and analyzing who creates value and when, where, and how it is exchanged and consumed within a multi-actor network. Similar to the ArchiMate language model, the e3Value model requires the

identifications of actors who represent parties who are engaged in value exchanges. Each actor conducts valuable activities (Fig. 4) and exchanges value objects that are important to one or more actors in the business network. The actors provide or request value objects through interfaces; i.e., value parts (expressed as triangles) that are hidden under the triangle symbols (Fig. 4). Two value parts are connected to each other via a value exchange. Each actor in the e3Value model (Fig. 4) may have one or more activities (i.e., tasks) as well as multiple value interfaces that group individual value ports (Huemer et al., 2008). For an appropriate visual representation of the publishing house's value model, a graphical notation is presented in Figure 4.

The publishing house case study is a very comfortable instrument for visualizing the value objects and value activities that highlight the values; i.e., relevance, rigor, proficiency, equality, and equity. The University Rector is the most competent authority at the university for controlling the publishing cycle. Before a publishing plan is approved by the University Rector, however, the authors of manuscripts are requested to elaborate any relevant manuscript proposals (which are at first accepted by the publishing committee). Next, the author provides a manuscript, which is further reviewed, improved, corrected, edited, and finally printed as a paper and electronic book. All of the value objects (i.e., the plan, manuscript, acceptance, approval, review, e-book, or printed publication) are characterized by relevance, rigor, and proficiency.

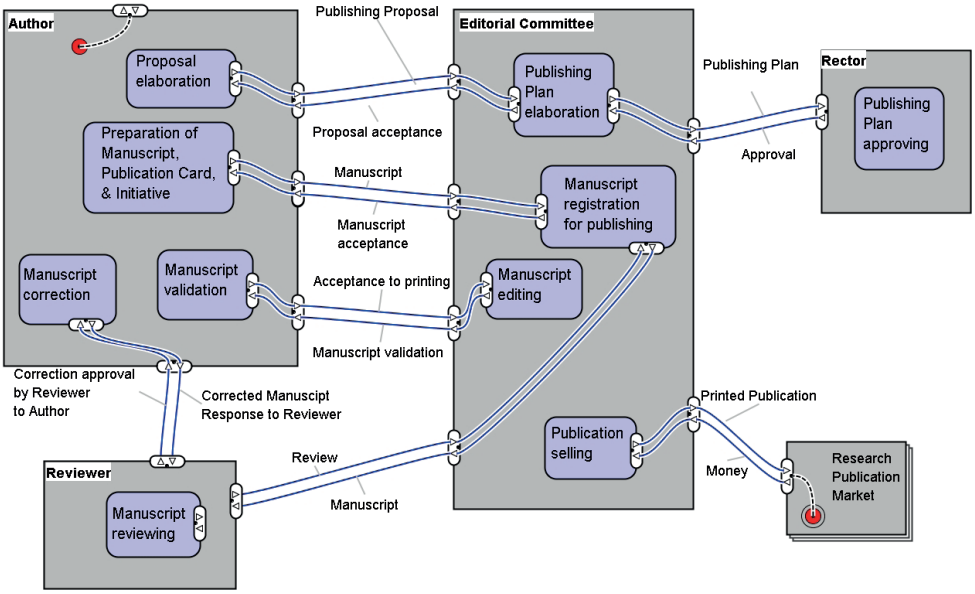

Fig. 4. *e3Value model for university publishing* house

Beyond this, the other two values (i.e., equity and equality) are included in Figure 2. Equity at the publishing house means that each author and reviewer receive the support that they need: the former – in the preparation of the manuscript for

publishing; and the latter – for the elaboration of the review. Equity refers to treating all authors fairly and without discrimination while recognizing and valuing their individual differences. Equity promotes equal opportunities and eliminates barriers that hinder an individual's development; it aims to ensure that everyone has access to the same rights and opportunities regardless of their background, gender, race, and mental/physical health. This is based on the principle of giving each researcher a chance to publish his/her manuscript; i.e., research work, conference proceedings, or a course manual. This means that the publishing house should apply various financial models that are suitable to the publication types. Equality is the right of different groups of people to attain similar social positions and receive the same treatment.

The relevance and rigor values are also important in the reviewing process (particularly, in the selection of reviewers) because of a bias in the manuscript-evaluation process. Bias is a prejudice against or a preference for a person that is based on a group that he/she belongs to (or the behavior or works that are done by them. Bias results in the discrimination or favoritism of those people when acted upon; it can be present against or for numerous attributes; i.e., certain languages, countries, seniority, genders, races, ethnicities, disciplines, research paradigms, research methods, political beliefs, and educational institutions. Rigor in the publishing process requires us to avoid the biases that may exist at various stages of the academic-publishing process; i.e., in the distribution of grants for publishing, when the publishing committee decides whether (or to whom) to send a manuscript for peer review, when reviewers carry out peer reviews, when the publishing committee interprets reviewers' opinions and accepts or rejects final decisions, and when the publishing committee makes decision on when, how, and to whom to distribute the publications. The proficiency of the publishing committee (and their respect of the relevance and rigor values) allows it to eliminate bias and improve the quality of its publications. The value activities are a cornerstone of the e3Value model; these activities are not presented as a sequence of actions (as in the case in the Business Process Model and Notation [BPMN] notation) but are presented as sets of activities that belong to a particular actor (Figs. 3 and 4). In the e3Value model, the values are hidden in the relationships among the actors; e.g., the value of a publishing proposal, acceptance, manuscript, etc. For authors, their manuscripts are valuable, as are proposal acceptances; these satisfy them that the committee approves their initiatives. Identifying the value objects that are exchanged within the business network is not always straightforward; the values depend on the individual recognition and are concerned with the values that one can ask about regarding any threats, risks, constraints, principles, rules, capabilities, or opportunities that are connected with the availability and usage of information, resources, or services.

3. UNDERTAKEN ACTIONS AND RESULTS

The value of process knowledge is expected to provide benefits when the process activities are realized based on this knowledge; otherwise, any actions that are undertaken without this knowledge will not provide gains. In this study, the author emphasized that not only knowledge usability, accessibility, and availability were

important; knowledge values (i.e., relevance and rigor) should also be considered in the research and publishing process. Knowledge rigor ensures regulation compliance, product, or service reliability and reduces risk, bias, or threats. In this study, compliance is defined by conforming with legal regulations and moral rules or principles. Value modeling covers identifying business activities in which the economic resources change their amounts or features and any and all actors who participate in the activities. The economic activities' relationships hold the value-exchange transactions together. Value co-creation in business networks is a notion that is known in contemporary business practice; however, it is highlighted in business ecosystems nowadays (Fig. 2). The value-co-creation ecosystem model covers all actors who are tied together in a system of exchange. These actors reciprocally create values and bring their own unique resources and work results, which are accessible to the other actors.

Although there are many business-value models, there is still an open discussion about what process knowledge is. Many authors (e.g., Porter, 2001) have emphasized the concept of a value chain, and practitioners have added that each activity in any process should ensure added value. However, the question is which values should be included. Porter's value-chain model has some limitations: first, the notion of value is limited to the financial dimension where the business value is equal to the turnover of which the costs of the activities are deducted; and second, the activities in the value chain are structured sequentially. In this study, the author has tried to categorize the values and has focused on some of them; i.e., proficiency, profitability, equity, equality, relevance, and rigor. The proposed models in Figures 3 and 4 were placed in the contexts of other university administrative processes in order to demonstrate the practical application of the process-value considerations. A business model is always a conceptual model of the ways that business is done. A value configuration describes those activities that are necessary to provide the business unit's value proposition, whereas the resources, capabilities, and competencies outline what the business organization must dispose of to provide its offer. The e3Value model merely shows which economic value is exchanged but not how this should be accomplished. Value creation relies on a specific structure of partner alignment in any ecosystem; therefore, the best method of studying the value proposition is the qualitative approach (i.e., a case study that focuses on the specificity of the value system). Value-modeling techniques are expected to support the understanding, communication, and analysis of value creation.

4. THEORETICAL, PRACTICAL, AND SOCIAL CONSIDERATIONS AND IMPLICATIONS

In this study, the evaluation of process knowledge is assumed to be considered in a business-ecosystem context. This context is needed in order to enable a holistic approach toward process management. According to Schierlinger-Brandmayer et al. (2022), the business ecosystem is understood as an economic community that produces goods and services of value to customers. The ecosystem members are suppli-

ers, lead producers, competitors, customers, supply-chain partners, and any other stakeholders. Over time, they change their capabilities and resources as well as the relationships among themselves. The ecosystem can be identified with a business network that is focused on collaboration among economically independent business entities. The business network concentrates on the exchange of products, services, financial, and informational assets (Cummins, 2013). In an ecosystem, the participants also exchange values among themselves in a certain socio-economic and environmental context. Also, Urmetzer et al. (2016) highlighted that the business ecosystem is a mixture of capital, customers, interests and talents, and its actors are able to create and capture values (directly and indirectly). Teece and Linden (2017) argued that a business ecosystem contains a number of firms that work together to create and sustain new markets and new products. They add that the business model as a whole must be aligned with the organization's strategy, culture, and resources. According to Kufeoglu (2020), a business model is expected to answer the following questions: Who is the customer? What does the customer value? How does the company provide value to customers at a reasonable price? Companies use business models to describe how they create income by referring to the value-chain structure and its relationship with the industry value system (Kufeoglu, 2020). The business values concern data, information, knowledge, and organizational resource actors. Value is an abstract; as such, it can be identified with characteristics (i.e., compliance, quality, reliability, rationality, effectiveness, efficiency, and operability). Values provide an orientation for guiding and judging. The business-value models that have been presented in the management science literature are as follows:

- Porter's Value Chain model (Porter, 2001);
- Business Model Ontology (Osterwalder, 2004);
- Verna Allee's Value Network Analysis (VNA) (Allee, 2008);
- e3Value Analysis for modeling value constellations (Pombinho et al., 2016; Hotie & Gordijn, 2019;
- Resources, Events, Agents (REA) model, explaining actors' exchange of value objects, which are services, products, money, or even consumer experiences (Hunka et al., 2016);
- Value Stream Mapping (von Rosing & Etzel, 2020);
- Value Delivery Modeling Language (VDML) models applied to articulate value proposition, activities, and actors (Cummins & de Man, 2011; OMG VDML, 2018);
- Val IT Framework (IT Governance Institute, 2008);
- Enterprise Evolution Contextualization Model (EECM) (de Vries et al., 2015).

In the models that are presented above, the concepts of value are hidden in the relationships among stakeholders or in the exchange transactions, the stakeholders' expectations, and the capabilities of the available resources in the processes. The presented models inspired a further literature investigation into the process-knowledge value is; thus, a literature survey was conducted by the author in five publication repositories: Scopus, Web of Science, AIS eLibrary, IEEE Xplore, and Science Direct. The identification of papers was conducted by using the following set of keywords: "process knowledge value." Applying this searching phrase and screening the titles,

abstracts, keywords, and main contents resulted in a set of nine articles. Therefore, the initial search must be supplemented by other searching phrases, and further research works are necessary. Offermans et al. (2024) argued that process knowledge is provided by experts who are interviewed in order to obtain process characteristics and components and develop a process ontology. Process knowledge is refined from process data, applied process-modeling tools, documents on process development, and process-implementation cases (Wu et al., 2020). According to Sithole et al. (2019), process knowledge is the understanding of how to produce goods or services that include the analysis and observation process as well as knowledge documentation. Process knowledge enables an adequate control of process variation. Morana et al. (2019) argued that process knowledge is a prerequisite for proper process execution and a critical factor for achieving successful process standardization, improvement, and ultimately process performance. Wliegen and Van Mal (1989) explained that the structuring of process knowledge is based on the specification of the functions, tasks, properties, states of the input and output of a process, and the equipment that is involved as well as the relationships among these specified factors. A process-knowledge map is a tool for supporting the better specification of the relationships among the tasks; hence, it increases the chances of effectively designing the business architecture as well as the business-information systems. At the process-requirement-engineering state, process engineers must spend considerable time integrating manuals, data, documents, and expert knowledge in order to extract useful process knowledge from the processed data (Wu & Liang, 2024). Seethamraju and Marjanovic (2009) claimed that process knowledge is an integral part of the business process and is created not only by individuals but also by groups of people who share and use their knowledge and experiences throughout the business-process ecosystem. Experience knowledge is owned by individual domain experts as well as by a know-how collective. It should be noticed that process knowledge includes both the explicit knowledge that is externalized, documented, codified, shared within the same context, and managed by information communication technology (ICT) as well as the tacit (implicit) knowledge that is deeply embedded in the experience of people and developed over time. The particular type of tacit knowledge is the knowledge that is revealed by experience. Seethamraju and Marjanovic (2009) argued that process knowledge is a combination of experience, context, interpretation, and reflection. The involvement of individuals in process exploration as well as in process-improvement initiatives permit them to exploit their core competencies, talents, skills, and process knowledge and use them for process improvements. Zhao et al. (2018) argued that process knowledge is important intellectual capital that enables process management. Knowledge representation and knowledge models are needed to decide whether knowledge can be shared and reused. Process-rule knowledge is used to express the process-decision-making methods. Process-resource knowledge refers to the selection of tools and equipment that is used in the process – including the selection of common manufacturing resources such as machine tools or measuring tools (Zhao et al., 2018). In process modeling, researchers always have a dilemma on modeling the process as-is, or as-to-be, as-could-be, or as-must-be. The analysis of the processes as they are can be used for explanation, prediction, normalization,

prescription, categorization, or evaluation. The process as-is can be used as a prerequisite for modeling the process as-to-be.

Process-knowledge value describes the interest of a stakeholder for a given process. Value is perceived as an asset and, hence, can be affected by a risk event. For a business organization that includes a network of processes, Cummins (2013) presented a value proposition that was a package of values and deliverables that were offered to a recipient (e.g., a customer). Different customers may be interested in different values with different priorities. Modh (2005) claimed that values were strongly embedded within a cultural context of beliefs, norms, and moral convictions. For him, the value of knowledge was determined by the given objective situation and the laws of logic as well as by the nature of reality and the nature of cognition. Organizational values could be found in mission statements, codes of ethics, or internal regulations. Organizational intrinsic values are honesty, righteousness, hard work, diligence, and sincerity. The list of a business organization's desired values covers fairness, harmony, cooperation, continuous improvement, sustainability, assimilation, gratitude, honesty, justice, respect, equity and equality (Modh, 2005).

5. SUMMARY

The word "value" is used in a variety of ways in today's business environment. In economics, goods and services such as commodities, services and labor, lands, and intangible properties are priced according to their monetary values. Business values are slightly different and refer to all types of value that have long-term impacts on the condition and viability of a company. Business values are different for business employees, customers, suppliers, alliance partners, managers, and society at large. In this study, the author focused on exemplifying selected values for a publishing house. According to the author, this case study was an instrument to highlight particular relevance and rigor as values that are important in the research and publishing process. The author argued that values are to be particular important for researchers in their investigation and result-dissemination processes. Beyond this, it should be emphasized that business units develop frameworks that extend the capabilities of their existing business systems and enable risk-reduced and trustworthy process management through the application of value-focused process modeling. There are differences between qualitative and quantitative research approaches (Hennink et al., 2011); qualitative methods (e.g., case studies) are applied in order to gain a detailed understanding of details, reasons, motivations, definitions, and interpretations, while quantitative research methods are applicable for extrapolating results to a broader audience, as their analyses are statistical. Through this case study, the author presented an interpretation of values and explained certain actors' behaviors, beliefs, and principles. Further research work will also concern value modeling in business processes, as business organizations are strongly oriented toward sustainability nowadays. Therefore, the modeling of processes should respect those values that are connected with environmental protection and sustainable development.

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