SLR
Review Protocol

23/10/2023

Background

In the context of the DBA program at Vlerick Business School a literature review is one of the deliverables of year two.

Conceptual model

There is an existing model published by OCEG (&Refentiv) that may be used as a reference. The 2018 version is attached and redrawn below ("Regulatory Change Management" (2018)).

Identify & Define → Track & Analyze → Monitor & Map → Control & Manage → Report & Record
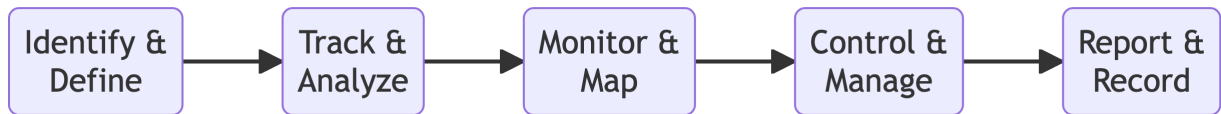
Research questions

The main research question RQ

RQ: What are approaches for aligning business processes with regulatory requirements to achieve regulatory compliance by design?

SQ-1: How can businesses identify relevant regulatory requirements?

SQ-2: How can businesses analyze which business processes are affected by changes in requlatory requirements?

SQ-3: How can businesses integrate compliance requirements into business process design?

SQ-4: How can businesses ensure compliance throughout the lifecycle of the impacted business processes?

Search terms

- "business process management" and "regulatory compliance"
- "business process management" and "regulatory compliance" and "systematic literature review"
- "compliance risk management"
- "regulatory risk management"
- "managing regulatory compliance in business processes"

Resources to be searched

- Web of Science Clarivate
- ScienceDirect Elsevier
- Scopus Elsevier, note: not available via Vlerick
- SSNR Elsevier
- arXiv > cs
- dblp, computer science bibliography dblp

Study selection criteria

To be completed.

Study quality assessment

- peer-reviewed journals
- conference papers
- book articles

Data extraction strategy

To be completed.

Synthesis of extracted data

To be completed.

Disseminaton strategy

To be completed.

Examples of SLR

[05/10/2023] Looking in my Zotero library for articles with a title that contains "systematic literature review", the result is 7 hits:

- The first is Kitchenham and Charters (2007) and there is a duplicate Keele (2007).
- Second there are 3 SLR's where Van Looy is co-author (Moreno-Montes de Oca et al. (2015), Prodanova and Van Looy (2019), Ahmad and Van Looy (2020)).
- There is 1 SLR about BPMN extentions (Zarour et al. (2019))
- Finally, there is one SLR about Open Science (Vicente-Saez and Martinez-Fuentes (2018)) which is not relevant to BP4RC.

Literature

Ahmad, Tahir, and Amy Van Looy. 2020. "Business Process Management and Digital Innovations: A Systematic Literature Review." *Sustainability*, 3.251, 12 (17): 6827. https://doi.org/10.3390/su12176827.

Keele, Staffs. 2007. "Guidelines for Performing Systematic Literature Reviews in Software Engineering." Citeseer.

Kitchenham, Barbara, and Stuart Charters. 2007. "Guidelines for Performing Systematic Literature Reviews in Software Engineering."

Moreno-Montes de Oca, Isel, Monique Snoeck, Hajo A. Reijers, and Abel Rodríguez-Morffi. 2015. "A Systematic Literature Review of Studies on Business Process Modeling Quality." *Information and Software Technology*, 2.73, 58 (February): 187–205. https://doi.org/10.1016/j.infsof.2014.07.011.

Prodanova, Jana, and Amy Van Looy. 2019. "How Beneficial Is Social Media for Business Process Management? A Systematic Literature Review." *IEEE Access*, 3.367, 7: 39583–99. https://doi.org/10.1109/ACCESS.2019.2903983.

"Regulatory Change Management." 2018. OCEG.

Vicente-Saez, Ruben, and Clara Martinez-Fuentes. 2018. "Open Science Now: A Systematic Literature Review for an Integrated Definition." *Journal of Business Research*, 7.55, 88: 428–36. https://doi.org/10.1016/j.jbusres.2017.12.043.

Zarour, Karim, Djamel Benmerzoug, Nawal Guermouche, and Khalil Drira. 2019. "A Systematic Literature Review on BPMN Extensions." *Business Process Management Journal*, 3.464,.

Regulatory Change Management

Every year tens of thousands of regulatory actions, enforcement cases, interpretive rulings and guidance documents are issued around the world. Keeping up with regulatory change information, let alone understanding how it impacts your organization, is simply not possible without the right processes and technology. In this illustration, we show the value of defining your regulatory change management (RCM) profile and employing a system that monitors and maps every potential change to affected areas of your risk and compliance programs.
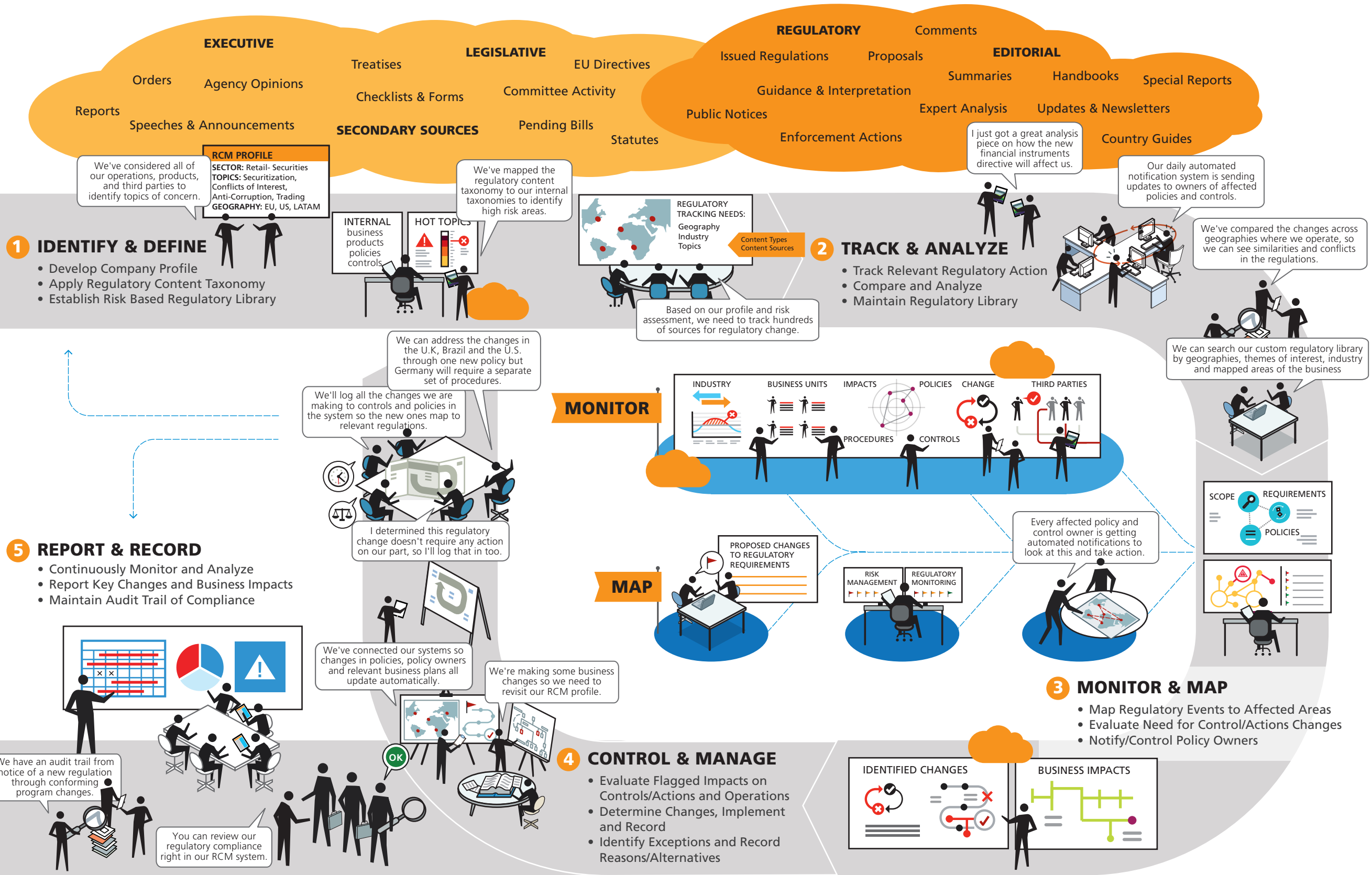
CONTENT TYPES:

EXECUTIVE
- Orders
- Agency Opinions
- Reports
- Speeches & Announcements

SECONDARY SOURCES
- Treatises
- Checklists & Forms

LEGISLATIVE
- EU Directives
- Committee Activity
- Pending Bills
- Statutes

REGULATORY
- Comments
- Issued Regulations
- Proposals
- Guidance & Interpretation
- Public Notices
- Enforcement Actions

EDITORIAL
- Summaries
- Handbooks
- Special Reports
- Expert Analysis
- Updates & Newsletters
- Country Guides

RCM PROFILE
SECTOR: Retail- Securities
TOPICS: Securitization, Conflicts of Interest, Anti-Corruption, Trading
GEOGRAPHY: EU, US, LATAM

> We've considered all of our operations, products, and third parties to identify topics of concern.

> We've mapped the regulatory content taxonomy to our internal taxonomies to identify high risk areas.

REGULATORY TRACKING NEEDS:
Geography
Industry
Topics

Content Types
Content Sources

INTERNAL business products policies controls

HOT TOPIC

1 IDENTIFY & DEFINE
- Develop Company Profile
- Apply Regulatory Content Taxonomy
- Establish Risk Based Regulatory Library

> Based on our profile and risk assessment, we need to track hundreds of sources for regulatory change.

2 TRACK & ANALYZE
- Track Relevant Regulatory Action
- Compare and Analyze
- Maintain Regulatory Library

> I just got a great analysis piece on how the new financial instruments directive will affect us.

> Our daily automated notification system is sending updates to owners of affected policies and controls.

> We've compared the changes across geographies where we operate, so we can see similarities and conflicts in the regulations.

> We can search our custom regulatory library by geographies, themes of interest, industry and mapped areas of the business

> We can address the changes in the U.K., Brazil and the U.S. through one new policy but Germany will require a separate set of procedures.

> We'll log all the changes we are making to controls and policies in the system so the new ones map to relevant regulations.

MONITOR

INDUSTRY   BUSINESS UNITS   IMPACTS   POLICIES   CHANGE   THIRD PARTIES
PROCEDURES   CONTROLS

SCOPE   REQUIREMENTS
POLICIES

> I determined this regulatory change doesn't require any action on our part, so I'll log that in too.

5 REPORT & RECORD
- Continuously Monitor and Analyze
- Report Key Changes and Business Impacts
- Maintain Audit Trail of Compliance

MAP

PROPOSED CHANGES TO REGULATORY REQUIREMENTS

RISK MANAGEMENT   REGULATORY MONITORING

> Every affected policy and control owner is getting automated notifications to look at this and take action.

> We've connected our systems so changes in policies, policy owners and relevant business plans all update automatically.

> We're making some business changes so we need to revisit our RCM profile.

> We have an audit trail from notice of a new regulation through conforming program changes.

> You can review our regulatory compliance right in our RCM system.

OK

3 MONITOR & MAP
- Map Regulatory Events to Affected Areas
- Evaluate Need for Control/Actions Changes
- Notify/Control Policy Owners

IDENTIFIED CHANGES   BUSINESS IMPACTS

4 CONTROL & MANAGE
- Evaluate Flagged Impacts on Controls/Actions and Operations
- Determine Changes, Implement and Record
- Identify Exceptions and Record Reasons/Alternatives

RCM CRITICAL SUCCESS FACTORS
- Regulatory content taxonomy organized by geography, sector, content type and defined themes
- Mapping of regulatory content taxonomy to internal taxonomies for organization structure, products, policies and controls
- Real time tracking of thousands of varied sources and types of content
- Flagging of proposed and final regulatory changes
- Risk profiling of the organization
- Expert analysis for impact based on company profile
- Automatic notification to affected policy/control and business process owners
- Tracking of responding policy/control changes
- Audit trail throughout process
- Enhanced reporting capabilities