High Performance Through Process Excellence

From Strategy to Execution with Business Process Management



Contents

1	Management of Process Excellence: What Is It and	
	Why Do You Need It?	. 1
	1.1 What Is a Business Process?	. 2
	1.2 What Is BPM?	. 6
	1.3 What Is MPE and What Does It Add to Business	
	Process Management?	. 8
	1.4 The Process Factory: Core Component of MPE	12
	1.5 The Bottom Line	18
	References	19
2	Innovation: An Important Goal of MPE	21
	2.1 What Has Innovation to Do with Business Processes?	22
	2.2 What Is the "Business Process" of Innovation?	27
	2.3 How Does MPE Support Innovation?	29
	2.4 The Bottom Line	33
	References	34
3	Information Technology Enabling Process Execution with MPE	37
	3.1 ERP: The "Traditional" Path to Process Execution	38
	3.2 SOA: New Flexibility in Process Execution	42
	3.3 Enterprise 2.0+: The Next Generation of Process Execution	47
	3.4 Bottom Line	51
	References	52
4	Business Process Change Management for MPE	55
	4.1 What Is Business Process Change Management?	56
	4.2 How Do You Provide Information and Communication?	60
	4.3 How Do You Provide Process Training?	63
	4.4 The Bottom Line	
	References	66

xiv Contents

5	Business Process Governance for MPE	69
	5.1 Business Process Governance: What Is It and	
	Why Do You Need it?	70
	5.2 How Do You Establish Business Process Governance?	76
	5.3 What Does It Mean to Maintain Process Governance?	81
	5.4 The Bottom Line	83
,	References	84
6	Reference Models to Empower MPE	87
	6.1 What Are Reference Models and Why Should You Use Them?	
	6.2 How to Obtain RMs?	91
	6.3 How Do You Apply RMs?	
	6.4 The Bottom Line	100
	References	101
7	Inter-enterprise Business Processes Enabled by MPE	103
	7.1 What Are Inter-enterprise Processes and Why Are	
	They Significant?	104
	7.2 What Does It All Mean for the Design and Implementation	
	of Processes?	108
	7.3 What Does It All Mean for the Execution and Controlling	
	of Processes?	113
		115
	References	116
8	Emergent Processes Enabled by MPE	119
	8.1 What Are Emergent Processes and Why Are They	
	Managed Differently?	120
	8.2 How Can One Manage Emergent Processes?	123
	8.3 What Tools Support the Management of Emergent Processes?	128
	8.4 The Bottom Line	129
	References	130
9	Globalization Requires MPE	131
	9.1 Some Personal Impressions	133
	9.2 Globalization Changes Processes	137
	9.3 How Can MPE Help?	142
	9.4 The Bottom Line	144
	References	146
10	Small and Medium Enterprises Also Benefit from MPE	147
10	10.1 Definition and Characteristics of SMEs	148
	10.2 How Do Those Characteristics Impact Business Process	1.40
	Management?	152

Contents xv

	10.3 What Does It All Mean for MPE?	155
	10.4 The Bottom Line	157
	References	157
11	What Has Jazz to Do with MPE?	159
	11.1 Teamwork with Continuously Changing Roles	161
	11.2 Find the Right Degree of Freedom	162
	11.3 Use a Common Language	164
	11.4 Continuous Innovation	165
	11.5 Having Fun Is Important Too	167
	11.6 The Bottom Line	168
	References	169
Epi	logue: Process Excellence Is Becoming Popular	171
Bib	liography	173