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? .............................. 30
   2.4 The Bottom Line ............................................................... 34
   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 .................. 43
   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 ............................................................... 66
   References .................................................................................. 66

Bibliografische Informationen
http://d-nb.info/987805304
digitalisiert durch
5 Business Process Governance for MPE
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
6.2 How to Obtain RMs? 89
6.3 How Do You Apply RMs? 96
6.4 The Bottom Line 98
References 99

7 Interenterprise Business Processes Enabled by MPE
7.1 What are Interenterprise Processes and Why are They Significant? 102
7.2 What Does it all Mean for the Design and Implementation of Processes? 106
7.3 What Does it all Mean for the Execution and Controlling of Processes? 111
7.4 Bottom Line 113
References 114

8 Emergent Processes Enabled by MPE
8.1 What are Emergent Processes and Why are they Managed Differently? 118
8.2 How Can One Manage Emergent Processes? 121
8.3 What Tools Support the Management of Emergent Processes? 126
8.4 The Bottom Line 127
References 128

9 Globalization Requires MPE
9.1 Some Personal Impressions 131
9.2 Globalization Changes Processes 135
9.3 How Can MPE Help? 140
9.4 The Bottom Line 143
References 144