Value Driven Business Process Management: The Value Switch For Lasting Competitive Advantage

This book constitutes the proceedings of the 13th International Conference on Business Process Management, BPM 2015, held in Innsbruck, Austria, in August/September 2015. The 21 regular papers, 7 short papers and 2 industrial papers included in this volume were carefully reviewed and selected from 125 submissions. The papers are organized in topical sections on runtime process management, process modeling, process modeling discovery, business process models and analytics, BPM in industry, process compliance and deviations, energing and practical areas of BPM, and process monitoring.

This book constitutes the proceedings of the 16th International Conference on Business Process Management, BPM 2018, held in Sydney, Australia, in September 2018. The 27 papers presented in this volume were carefully reviewed and selected from 140 submissions. They were organized in topical sections named: reflections on BPM; concepts and methods in business process modeling and analysis; foundations of process discovery; alignments and conformance checking; process model analysis and machine learning; digital process innovation; and method analysis and selection.

This book constitutes the proceedings of the Second Asia Pacific Conference on Business Process Management held in Brisbane, QLD, Australia, in July 2014. In all, 33 contributions from 12 countries were submitted. After each submission was reviewed by at least three Program Committee members, nine full papers were accepted for publication in this volume. These nine papers cover various topics that can be categorized under four main research focuses in BPM: process mining, process modeling and repositories, process model comparison, and process analysis. Business Process Management (BPM) has become one of the most widely used approaches for the design of modern organizational and information systems. The conscious treatment of business processes as significant corporate assets has facilitated substantial improvements in organizational performance but is also used to ensure the conformance of corporate activities. This Handbook presents in two volumes the contemporary body of knowledge as articulated by the world's leading BPM thought leaders. This second volume focuses on the managerial and organizational challenges of BPM such as strategic and cultural alignment, governance and the education of BPM stakeholders. As such, this book provides concepts and methodologies for the integration of BPM. Each chapter has been contributed by leading international experts. Selected case studies complement their views and lead to a summary of BPM expertise that is unique in its coverage of the most critical success factors of BPM. The second edition of this handbook has been significantly revised and extended. Each chapter has been updated to reflect the most current developments. This includes in particular new technologies such as in-memory data and process management, social media and networks. A further focus of this revised and extended edition is on the actual deployment of the proposed theoretical concepts. This volume includes a number of entire new chapters from some of the world's leading experts in the domain of BPM. This book is the first to present a rich selection of over 30 real-world cases of how leading organizations conduct Business Process Management (BPM). The cases stem from a diverse set of industry sectors and countries on different continents, reporting on best practices and lessons learned. The book showcases how BPM can contribute to both exploitation and exploration in a digital world. All cases are presented using a uniform structure in order to provide valuable insights and essential guidance for students and practitioners.

Knowledge Driven Service Innovation and Management: IT Strategies for Business Alignment and Value Creation
A Practitioner's Guide to Transforming Big Data Into Added Value
Business Process Management: Current Applications and the Challenges of Adoption
A Whole System Approach to Cultural Transformation
16th International Conference, BPM 2018, Sydney, NSW, Australia, September 9–14, 2018, Proceedings
Value-Driven Business Process Management: The Value-Switch for Lasting Competitive Advantage
The Organizational Dimension

The Organizational Dimension are pertinent not only to manufacturing but also to service organizations that move products/services through channels of distribution." "This book will challenge managers from a number of distinct organizational areas to think about the way they view their business. Those in marketing, quality, logistics, Six Sigma, customer relationship management (CRM), market research and business intelligence will find the book extremely useful. The principles outlined apply to commercial banks, healthcare and insurance as well as they do to the automotive or pharmaceutical industries."--Jacket.

The Complete Business Process Handbook is the most comprehensive body of knowledge on business processes with revealing new research. Written as a practical guide for Executives, Practitioners, Managers and Students by the authorities that have shaped the way we think and work with process today. It stands out as a masterpiece, being part of the BPM bachelor and master degree curriculum at universities around the world, with revealing academic research and insight from the leaders in the market. This book provides everything you need to know about the processes and frameworks, methods, and approaches to implement BPM. Through real-world examples, best practices, LEADing practices and advice from experts, readers will understand how BPM works and how to best use it to their advantage. Cases from industry leaders and innovators show how early adopters of LEADing Practices improved their businesses by using BPM technology and methodology. As the first of three volumes, this book represents the most comprehensive body of knowledge published on business process. Following closely behind, the second volume uniquely bridges theory with how BPM is applied today with the most extensive information on extended BPM. The third volume will explore award winning real-life examples of leading business process practices and how it can be replaced to your advantage. Learn what Business Process is and how to get started Comprehensive historical process evolution In-depth look at the Process Anatomy, Semantics and Ontology Find out how to link Strategy to Operation with value driven BPM Uncover how to establish a way of Thinking, Working, Modelling and Implementation Explore comprehensive Frameworks, Methods and Approaches How to build BPM competencies and establish a Center of Excellence Discover how to apply Social BPM, Sustainable and Evidence based BPM Learn how Value & Performance Measurement and Management Learn how to roll-out and deploy process Explore how to enable Process Owners, Roles and Knowledge Workers Discover how to Process and Application Modelling Uncover Process Lifecycle, Maturity, Alignment and Continuous Improvement Practical continuous improvement with the way of Governance Future BPM trends that will affect business Explore the BPM Body of Knowledge

This book constitutes the refereed proceedings of the 11th International Symposium on Business Modeling and Software Design, BMSD 2021, which took place in Sofia, Bulgaria, in July 2021. The 14 full and 13 short papers included in this book were carefully reviewed and selected from a total of 61 submissions. BMSD is a leading international forum that brings together researchers and practitioners interested in business modeling and its relation to software design. Particular areas of interest are: Business Processes and Enterprise Engineering; Business Models and Requirements; Business Models and Services; Business Models and Software; Information Systems Architectures and Paradigms; Data Aspects in Business Modeling and Software Development; Blockchain-Based Business Models and Information Systems; IoT and Implications for Enterprise Information Systems. The BMSD 2021 theme was: Towards Enterprises and Software that are Resilient against Disruptive Events.

Continuously changing customer and market requirements as well as new developments in information technology have become a dominating factor in today's business environment. To be successful enterprises have to adapt quickly to new opportunities and threats. They have to take smart decision and execute fast. Innovation and agility become important success factors. The Management of Process Excellence (MPE) is the main enabler. It helps achieving immediate benefits while building lasting process management capabilities. MPE links strategy with people and technology based execution. Service Oriented Architectures (SOA), Web 2.0 or "cloud computing" support this approach. The right process governance, including centers of excellence, and knowledge assets in form of reference models increase the delivered value again. The resulting next generation enterprise is ready for long term success. The book discusses how business process management delivers real value in private and public sector organizations around the world. It addresses executives and managers as well as educators and students.

In this step by step guide, former Management Consultant and change management expert Theodore Panagacos walks you through the entire discipline of Business Process Management. Learn how to fast track your orgnaization's strategy to govern processes, create a process culture, and measure business performance. Best of all, this crystal-clear, convenient sized book can be put to work in your organization immediately!

Business Modeling and Software Design
Strategy and Leadership When Algorithms and Networks Run the World
How to Manage Data and Information for Maximum Advantage
Creating a BPM Center of Excellence (CoE)
Profit Driven Business Analytics
A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition and The Standard for Project Management (BRAZILIAN PORTUGUESE)
Business Process Management

EDGE: The Agile Operating Model That Will Help You Successfully Execute Your Digital Transformation " [The authors'] passion for technology allows them to recognize that for most enterprises in the 21st century, technology is THE business. This is what really separates the EDGE approach. It is a comprehensive operating model with technology at its core." —From the Foreword by Heidi Musser, Executive Vice President and Principal Consultant, Leading Agile; retired, Vice President and CIO, USAA Maximum innovation happens at the edge of chaos: the messy, risky, and uncertain threshold between randomness and structure. Operating there is uncomfortable but it's where organizations" invent the future." EDGE is a set of fast, iterative, adaptive, lightweight, and value-driven tools to achieve digital transformation, and EDGE: Value-Driven Digital Transformation is your guide to using this operating model for innovation. Jim Highsmith is one of the world's leading agile pioneers and a coauthor of the Agile Manifesto. He, Linda Luu, and David Robinson know from their vast in-the-trenches experience that sustainable digital transformation requires far more than adopting isolated agile practices or conventional portfolio management. This hard, indispensable work involves changing culture and mindset, and going beyond transforming the IT department. EDGE embraces an adaptive mindset in the face of market uncertainty, a visible, value-centered portfolio approach that encourages continual value linkages from vision to detailed initiatives, incremental funding that shifts as strategies evolve, collaborative decision-making, and better risk mitigation. This guide shows leaders how to use the breakthrough EDGE approach to go beyond incremental improvement in a world of exponential opportunities. Build an organization that adapts fast enough to thrive Clear away unnecessary governance processes, obsolete " command and control" leadership approaches, and slow budgeting/planning cycles Improve collaboration when major, fast-paced responses are necessary Continually optimize investment allocation and monitoring based on your vision and goals Register your product for convenient access to downloads, updates, and/or corrections as they become available. See inside book for details.

Peter F. Drucker argues that what underlies the current malaise of so many large and successful organizations worldwide is that their theory of the business no longer works. The story is a familiar one: a company that was a superstar only yesterday finds itself stagnating and frustrated, in trouble and, often, in a seemingly unmanageable crisis. The root cause of nearly every one of these crises is not that things are being done poorly. It is not even that the wrong things are being done. Indeed, in most cases, the right things are being done—but fruitlessly. What accounts for this apparent paradox? The assumptions on which the organization has been built and is being run no longer fit reality. These are the assumptions that shape any organization's behavior, dictate its decisions about what to do and what not to do, and define what an organization considers meaningful results. These assumptions are what Drucker calls a company's theory of the business. The Harvard Business Review Classics series offers you the opportunity to make seminal Harvard Business Review articles a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world—and will have a direct impact on you today and for years to come.

The number one guide to corporate valuation is back and better than ever Thoroughly revised and expanded to reflect business conditions in today's volatile global economy, Valuation, Fifth Edition continues the tradition of its bestselling predecessors by providing up-to-date insights and practical advice on how to create, manage, and measure the value of an organization. Along with all new case studies that illustrate how valuation techniques and principles are applied in real-world situations, this comprehensive guide has been updated to reflect new developments in corporate finance, changes in accounting rules, and an enhanced global perspective. Valuation, Fifth Edition is filled with expert guidance that managers at all levels, investors, and students can use to enhance their understanding of this important discipline. Contains strategies for multi-business valuation and valuation for corporate restructuring, mergers, and acquisitions Addresses how you can interpret the results of a valuation in light of a company's competitive situation Also available: a book plus CD-ROM package (978-0-470-42469-8) as well as a stand-alone CD-ROM (978-0-470-42457-7) containing an interactive valuation DCF model Valuation, Fifth Edition stands alone in this field with its reputation of quality and consistency. If you want to hone your valuation skills today and improve them for years to come. look no further than this book.

"a provocative new book" — The New York Times AI-centric organizations exhibit a new operating architecture, redefining how they create, capture, share, and deliver value. Now with a new preface that explores how the coronavirus crisis compelled organizations such as Massachusetts General Hospital, Verizon, and IKEA to transform themselves with remarkable speed, Marco Iansiti and Karim R. Lakhani show how reinventing the firm around data, analytics, and AI removes traditional constraints on scale, scope, and learning that have restricted business growth for hundreds of years. From Airbnb to Ant Financial, Microsoft to Amazon, research shows how AI-driven processes are vastly more scalable than traditional processes, allow massive scope increase, enabling companies to straddle industry boundaries, and create powerful opportunities for learning—to drive ever more accurate, complex, and sophisticated predictions. When traditional operating constraints are removed, strategy becomes a whole new game, one whose rules and likely outcomes this book will make clear. Iansiti and Lakhani: Present a framework for rethinking business and operating models Explain how "collisions" between AI-driven/digital and traditional/analog firms are reshaping competition, altering the structure of our economy, and forcing traditional companies to rearchitect their operating models Explain the opportunities and risks created by digital firms Describe the new challenges and responsibilities for the leaders of both digital and traditional firms Packed with examples—including many from the most powerful and innovative global, AI-driven competitors—and based on research in hundreds of firms across many sectors, this is your essential guide for rethinking how your firm competes and operates in the era of AI.

Engineers and scientists often need to sell an innovative idea for a new product to top management. Those who occupy product planning positions also need to be constantly scanning ideas for improving value. The engineer as product planner must learn to think like its major competitor using customer value as a guide. This book provides essential support for engineers and scientists who are required to make realistic business cases for new product concepts.

Extending the Lean Approach
Cultural Health and Employee Well-Being as a Pathway to Sustainable Performance
Body of Knowledge from Process Modeling to BPM
Business Process Change
Competing in the Age of AI
The Theory of the Business (Harvard Business Review Classics)
Creating a Data-Driven Organization

Seize the competitive advantage with BPM at the heart of your strategy Value-Driven Business Process Management provides the rationale and methods for using business Process Management (BPM) to gain clarity on how your business operates and develop the ability to put new ideas into action quickly. You learn how to redirect your focus from a "method-and-tool" view of BPM to a more broadly informed view of BPM as a powerful management approach. Peter Franz, Managing Director for Business Process Management at Accenture, is responsible for the global team that helps clients achieve sustainable shareholder and customer value through scalable, efficient and agile business processes. Dr. Mathias Kirchmer, Accenture's Executive Director for Business Process Management, leads the global BPM-Lifecycle Practice, as well as the program for the development of Accenture's Business Process Reference Models across industries and functional areas.

How do firms like Hewlett-Packard, DuPont, Dow Chemical, IBM, and Texas Instruments routinely convert the ideas of their employees into profits that sustain the corporation? How can buyers and sellers calculate the assets of the acquired firm in a merger or acquisition? How can an organization affect the firm's stock price via the leverage of intellectual assets? Identifying a firm's assets, especially its intellectual assets-the proprietary knowledge expressed as a recipe, formula, trade secret, invention, program, or process-has become critical to a company's overall vision and strategic plan and essential in such transactions as stock offerings or mergers. In the era of the knowledge-based company, where the firm's genius and future lies in its ideas, a firm's collective know-how has become a measurable commodity-and as much a part of its bottom line as the condition of its cash investments, plant, and equipment. Extracting and measuring the real value of knowledge is essential for any corporate head who knows how high the stakes have become for corporate survival in the information age-where the innovative idea is as good as, if not better than, gold! Value-Driven Intellectual Capital is a corporate and financial executives' handbook to the new world of intangible assets-what they are and how to convert them into cash or strategic position. Written by one of the seminal thinkers in the field, and the key organizer of the ICM Gathering, a group of leading-edge knowledge-based companies, Value-Driven Intellectual Capital explains the new, boundary-expanding world of intellectual assets-where translating an innovative idea into bottom-line profits involves a tightly focused strategy with clear directives for making it happen. A blueprint for turning corporate knowledge, know-how, and intellectual property into a sustainable competitive weapon that will build a firm's reputation and market share, this practical, insightful book outlines: * Basic concepts underlying IC (intellectual capital) and corporate value creation * The linkage between IC, business strategy, and profits * The different kinds of value-including qualitative and quantitative -firms realize from their IC * Activities required to produce the value firms desire from their IC * Methods for calculating the dollar value of companies-for market capitalization and mergers or acquisitions * An economic model of an IC company The book's appendix is a valuable distillation for corporate and financial executives, managers, researchers, and analysts of IC's basic working concepts and definitions, including the principles underlying value creation and value extraction, the concepts and strategies used by successful companies, the sources of value for knowledge companies, and the mechanisms used to convert that value into real profits. And since it is managerial talent that turns intellectual property into business assets, the book provides an arsenal of key concepts, methods, and processes for aligning with and using intellectual property as an active element of a firm's business strategies. It concludes with a discussion of how value is extracted from human capital, focusing on its elusive magnetic core: creativity and productivity. In an era in which firms are increasingly accountable to shareholders and success is judged solely by stock price, knowing how to measure and extract the value of a firm's intellectual assets has become one of the most critical and essential skills needed by CEOs today. Reflecting the most innovative thinking from some of the most sophisticated firms in the world, Sullivan's Value-Driven Intellectual Capital is a manifesto, a clarion call to excellence for any corporate or financial executive, merger and acquisition partner or investor who understands how much future corporate survival and success depends on the simple enduring genius of a good idea and the need to convert those ideas into corporate value. Visit our Web site at: www.wiley.com/

This textbook covers the entire Business Process Management (BPM) lifecycle, from process identification to process monitoring, covering along the way process modelling, analysis, redesign and automation. Concepts, methods and tools from business management, computer science and industrial engineering are blended into one comprehensive and inter-disciplinary approach. The presentation is illustrated using the BPMN industry standard defined by the Object Management Group and widely endorsed by practitioners and vendors worldwide. In addition to explaining the relevant conceptual background, the book provides dozens of examples, more than 230 exercises – many with solutions – and numerous suggestions for further reading. This second edition includes extended and completely revised chapters on process identification, process discovery, qualitative process analysis, process redesign, process automation and process monitoring. A new chapter on BPM as an enterprise capability has been added, which expands the scope of the book to encompass topics such as the strategic alignment and governance of BPM initiatives. The textbook is the result of many years of combined teaching experience of the authors, both at the undergraduate and graduate levels as well as in the context of professional training. Students and professionals from both business management and computer science will benefit from the step-by-step style of the textbook and its focus on fundamental concepts and proven methods. Lecturers will appreciate the class-tested format and the additional teaching material available on the accompanying website.

Value-Driven Business Process Management: The Value-Switch for Lasting Competitive AdvantageMcGraw Hill Professional

This volume examines the organisational dimension of business model innovation. Drawing on organisational theory and empirical observation, the contributors specifically highlight organisational design aspects of business model innovation, focusing on how reward systems, power distributions, routines and standard operating procedures, the allocation of authority, and other aspects of organisational structure and control should be designed to support the business model the firm chooses.

Value-Driven Intellectual Capital
Information-Driven Business
Handbook on Business Process Management 2
Encyclopedia of Organizational Knowledge, Administration, and Technology
From Strategy to Execution with Business Process Management
Managing the Key Steps in the Acquisition Process
Value Driven Product Planning and Systems Engineering

"What do you need to become a data-driven organization? Far more than having big data or a crack team of unicorn data scientists, it requires establishing an effective, deeply-ingrained data culture. This practical book shows you how true data-drivenness involves processes that require genuine buy-in across your company ... Through interviews and examples from data scientists and analytics leaders in a variety of industries ... Anderson explains the analytics value chain you need to adopt when building predictive business models"--Publisher's description.

Business Process Management, a huge bestseller, has helped thousands of leaders and BPM practitioners successfully implement BPM projects, enabling them to add measurable value to their organizations. The book's runaway success can be attributed partly to its overview of all major useful frameworks (such as LEAN and Six Sigma) without over-investment in one over another, and a unique emphasis on BPM's interrelationship with organizational management, culture and leadership—BPM is about people as much as processes. Its common-sense approach teaches how BPM must be well-integrated across an entire business if it's to be successful: augmented and aligned with other management disciplines. This highly anticipated third edition brings Jeston and Nelis' practicable frameworks and solutions up-to-date with the latest developments in BPM, including the application of the frameworks to value-driven BPM. This thoroughly revised and updated new edition includes: • Enhanced pedagogy to help students learn and tutors use the book for their classes: now includes learning outcomes, chapter topics, learning objectives, highlighted key points, chapter summaries, critical discussion points and self-test questions • New and revised case studies throughout • New chapters on questions that have become more crucial since the second edition's publication: How should we start—top-down or bottom-up? Should we be customercentric? How does BPM link to today's most pertinent management and technology issues? What are the critical success factors? • Due to popular demand, a new and expanded section on IT in BPM • A brand new companion website including slides and assignment answers!

Establishing and maintaining a process-focused organization is critical as organizations are pressured to keep achieving further growth and profitability. This book provides a thorough exposition of the six key dimensions necessary for the creation of a process-focused organization.

How to outsmart risk Risk has been defined as the potential for losing something of value. In business, that value could be your original investment or your expected future returns. The Risk-Driven Business Model will help you manage risk better by showing how the key choices you make in designing your business models either increase or reduce two characteristic types of risk—information risk, when you make decisions without enough information, and incentive-alignment risk, when decision makers' incentives are at odds with the broader goals of the company. Leaders who understand how the structure of their business model affects risk have the power to create wealth, revolutionize industries, and shape a better world. INSEAD's Karan Girotra and Serguei Netessine, noted operations and innovation professors who have consulted with dozens of companies, walk you through a business model audit to determine what key decisions get made in a business, when they get made, who makes them, and why we make the decisions we do. By changing your company's key decisions within this framework, you can fundamentally alter the risks that will impact your business. This book is for entrepreneurs and executives in companies involved in dynamic industries where the locus of risk is shifting, and includes lessons from Zipcar, Blockbuster, Apple, Benetton, Kickstarter, Walmart, and dozens of other global companies. The Risk-Driven Business Model demystifies business model risk, with clear directives aimed at improving decision making and driving your business forward.

This management book presents value-driven business process management as a successful discipline to turn strategy into people- and technology-based execution, quickly and at minimal risk. It shows how to achieve high performance successfully in a digital business environment. Static business models do not keep pace with the dynamic changes in our digital world. Organizations need a management approach that fits this environment and capitalizes on its opportunities while minimizing the related risks. They need to execute their business strategy fast and reliably. In effect, they have to know how and when to modify or enhance their business processes, which processes are the best candidates for intervention, and how to move rapidly from strategy to execution. This means organizations need to establish business process management as a real management discipline. The importance of process innovation, digital technology and people aspects, process governance, internationalization, emerging processes and the unique situation in mid-market organizations are some of the key topics discussed in this book. It ends with a comprehensive case study and a discussion about what process engineers can learn from jazz musicians.

Business Model Innovation

How to Change the World, Make Money, and Have Fun

13th International Conference, BPM 2015, Innsbruck, Austria, August 31 -- September 3, 2015, Proceedings

EDGE

Practical Advice from the Trenches

Values-Driven Business

11th International Symposium, BMSD 2021, Sofia, Bulgaria, July 5–7, 2021, Proceedings

The first principle of the Agile Manifesto is about "valuable software". Value is subjective; it's the perceived benefit we get from something. Imagine you are working for an IT department in a large organization. You want to deliver valuable software with iterative delivery. There might be dozens of stakeholders with dozens of definition of value. How do you ensure you are both "building the right thing" and "building the thing right"? Suppose you are increasing your productivity, you might be building the wrong product faster. This book describes how a large organization uses techniques to focus on the right product and to deeply anchor the idea that less output can deliver more outcomes.

This textbook provides organisational leadership with an understanding of business process management and its benefits to an organisation. It provides a practical framework, complete with a set of tools and techniques, to successfully implement business process management projects.

In Values-Driven Business, Ben & Jerry's co-founder Ben Cohen and Social Venture Network chair Mal Warwick team up to provide you with a way to run your business for profit and personal satisfaction. This practical, down-to-earth book details every step in the process of creating and managing a business that will reflect your personal values, not force you to hide them.

"This book provides a comprehensive collection of research and analysis on the principles of service, knowledge and organizational capabilities, clarifying IT strategy procedures and management practices and how they are used to shape a firm's knowledge resources"--Provided by publisher.

PMBOK&® Guide is the go-to resource for project management practitioners. The project management profession has significantly evolved due to emerging technology, new approaches and rapid market changes. Reflecting this evolution, The Standard for Project Management enumerates 12 principles of project management and the PMBOK&® Guide &– Seventh Edition is structured around eight project performance domains.This edition is designed to address practitioners' current and future needs and to help them be more proactive, innovative and nimble in enabling desired project outcomes.This edition of the PMBOK&® Guide:•Reflects the full range of development approaches (predictive, adaptive, hybrid, etc.);•Provides an entire section devoted to tailoring the development approach and processes;•Includes an expanded list of models, methods, and artifacts;•Focuses on not just delivering project outputs but also enabling outcomes; and• Integrates with PMIstandards+™ for information and standards application content based on project type, development approach, and industry sector.

The Complete Business Process Handbook
High Performance Through Process Excellence
Value-driven Channel Strategy
Handbook on Business Process Management 1
The Ultimate Guide to Business Process Management
A Roadmap to Sustainable Business Process Management
Value-Driven Project Management

Your first business process management (BPM) projects, although radically different in the tooling and the methodology for those people who are directly involved in the project, will be chartered, funded, measured, and managed as with any other IT project. However, for an enterprise to accelerate the radical value that a BPM project proves, the enterprise must transform. Change must occur around projects. Funding, staffing, governance, infrastructure, and virtually every aspect of how BPM solutions are implemented, must change before the enterprise can mature to meet those strategic goals that accelerate the value of BPM beyond a handful of projects. This change is the BPM transformation. Unlike the challenges of the first few BPM projects, this transformation represents an unprecedented challenge to those enterprises that are midway through the pursuit of BPM excellence. This IBM® RedpaperTM publication seeks to eliminate the uncertainty that organizations face in this next generation of BPM, maturing beyond the success of BPM projects. The goals and concepts of dozens of mature BPM organizations are consolidated here and categorized to provide you with clear mandates, with hope that this clarity will provide purpose, and that this purpose will drive excellence. The audience for this IBM Redpaper includes Executive Sponsors, Team Leaders, Lead Architects, Infrastructure Owners, and in general, anyone interested in transforming the enterprise around BPM principles to create a Center of Excellence (CoE).

Business Process Management (BPM) has become one of the most widely used approaches for the design of modern organizational and information systems. The conscious treatment of business processes as significant corporate assets has facilitated substantial improvements in organizational performance but is also used to ensure the conformance of corporate activities. This Handbook presents in two volumes the contemporary body of knowledge as articulated by the world' s leading BPM thought leaders. This first volume focuses on arriving at a sound definition of BPM approaches and examines BPM methods and process-aware information systems. As such, it provides guidance for the integration of BPM into corporate methodologies and information systems. Each chapter has been contributed by leading international experts. Selected case studies complement their views and lead to a summary of BPM expertise that is unique in its coverage of the most critical success factors of BPM. The second edition of this handbook has been significantly revised and extended. Each chapter has been updated to reflect the most current developments. This includes in particular new technologies such as in-memory data and process management, social media and networks. A further focus of this revised and extended edition is on the actual deployment of the proposed theoretical concepts. This volume includes a number of entire new chapters from some of the world's leading experts in the domain of BPM.

In the traditional view of project management, if a project manager completed a project and had adhered to the triple constraints of time, cost, and performance, the project was considered a success. Today, in the eyes of the customer and the parent or sponsoring company, if a completed project did not deliver its anticipated value, it would be seen as a failure. Today's changing economic climate, marked by an increasingly competitive global environment, is driving project managers to become more business oriented. Projects must now be viewed from a strategic perspective within the context of a business or enterprise that needs to provide value to both the customer and the organization itself. As a result, project managers are now required to possess the skills to complete a project within certain specifications, and also know how to create and deliver value. Responding to the needs of today's project managers, Value-Driven Project Management begins by changing the paradigm of project management. Rather than judge the success of a project from the perspectives of time, budget, and quality, the authors demonstrate why success is only achieved when planned business values are met, including: Internal value Financial value Future value Customer-related value The authors also offer best practices that allow you and your organization to create additional value in efficiency, customer satisfaction, and enhanced products and services. Finally, the book helps you incorporate value into clearly defined business objectives and "sell" the value-driven process to executives. Throughout the book, helpful illustrations clarify complex concepts and processes. Assigning valuable resources to projects that don't provide some tangible form of value to the organization and to the client is poor management and poor decision-making. On the other hand, selecting and implementing projects that will deliver value and an acceptable return on investment is effective management and decision-making, but is very challenging, especially when a project may not provide its target value for years to come. With Value-Driven Project Management in hand, you'll discover the tools you need to ensure that projects deliver true value upon their completion.

For any organization to be successful, it must operate in such a manner that knowledge and information, human resources, and technology are continually taken into consideration and managed effectively. Business concepts are always present regardless of the field or industry – in education, government, healthcare, not-for-profit, engineering, hospitality/tourism, among others. Maintaining organizational awareness and a strategic frame of mind is critical to meeting goals, gaining competitive advantage, and ultimately ensuring sustainability. The Encyclopedia of Organizational Knowledge, Administration, and Technology is an inaugural five-volume publication that offers 193 completely new and previously unpublished articles authored by leading experts on the latest concepts, issues, challenges, innovations, and opportunities covering all aspects of modern organizations. Moreover, it is comprised of content that highlights major breakthroughs, discoveries, and authoritative research results as they pertain to all aspects of organizational growth and development including methodologies that can help companies thrive and analytical tools that assess an organization's internal health and performance. Insights are offered in key topics such as organizational structure, strategic leadership, information technology management, and business analytics, among others. The knowledge compiled in this publication is designed for entrepreneurs, managers, executives, investors, economic analysts, computer engineers, software programmers, human resource departments, and other industry professionals seeking to understand the latest tools to emerge from this field and who are looking to incorporate them in their practice. Additionally, academicians, researchers, and students in fields that include but are not limited to business, management science, organizational development, entrepreneurship, sociology, corporate psychology, computer science, and information technology will benefit from the research compiled within this publication.

Information doesn't just provide a window on the business, increasingly it is the business. The global economy is moving from products to services which are described almost entirely electronically. Even those businesses that are traditionally associated with making things are less concerned with managing the manufacturing process (which is largely outsourced) than they are with maintaining their intellectual property. Information-Driven Business helps you to understand this change and find the value in your data. Hillard explains techniques that organizations can use and how businesses can apply them immediately. For example, simple changes to the way data is described will let staff support their customers much more quickly; and two simple measures let executives know whether they will be able to use the content of a database before it is even built. This book provides the foundation on which analytical and data rich organizations can be created. Innovative and revealing, this book provides a robust description of Information Management theory and how you can pragmatically apply it to real business problems, with almost instant benefits. Information-Driven Business comprehensively tackles the challenge of managing information, starting with why information has become important and how it is encoded, through to how to measure its use.

Strategy Execution in a Digital World

Value-Driven Digital Transformation
Agile with Guts
IT Strategies for Business Alignment and Value Creation
Valuation
High Performance Through Business Process Management

Business Process Management (BPM) has been evolving for over 25 years in information systems research, management science, and organizational practice (Vom Brocke & Mendling, 2018). The earliest characteristics of BPM concentrated around process analysis, improvement and control, in a less strict manner that required reengineering (Elzinga, Horak, Lee, & Bruner, 1995). More mature approaches, observed since the year 2000, have been promoting the so-called process thinking, i.e. managing an organization from a process-based point of view. These approaches emphasize that process and team work oriented organizational structures should be aligned with other management systems. Process management should be holistic by its nature so as to cover an entire organization. Although BPM researchers stressed the need for system thinking at that time, published literature distinguished two perspectives of looking at BPM: the organizational perspective and the technological perspective of BPM. From the organizational perspective, authors focused on a number of key factors, i.e., process governance, a process-based organizational structure concept, customer orientation of internal and external processes, managing an organization based on process outputs, building process relations, and improving process maturity throughout the customer value chain, as well as through strategically aligning process initiatives to organizational objectives. From the technological perspective, the key factors of interest to authors, referred to as BPMS (Business Process Management System), include IT methods, techniques and tools that support the designing, implementation, modeling and simulation of business processes and are considered to be an extension of classical workflow systems or an environment for designing management support IT systems, e.g. ERP class systems. An integrated and interdisciplinary approach was proposed in the framework of six core BPM elements required for the holistic and sustainable use of process management (Rosemann & Vom Brocke, 2010). These include strategic alignment, governance, methods, information technology, people and culture. In this sense, technology is only one of six closely interrelated elements. Currently, there are two distinct directions in the evolution of BPM: traditional BPM and digital BPM. The former encompasses methods, techniques and systems that traditionally lead to increased organizational efficiency and to improved process effectiveness and flexibility. Although studies on BPM have been continuously evolving, some research gaps still remain open. The traditional understanding of process management seems particularly vital to organizations in developing economies, which sometimes follow practices and models that were designed and tested in highly developed countries, but should also be committed to drawing on their own experience and understanding of their local business environment (Gabryelczyk & Roztocki, 2018). Research on BPM in this traditional focus is still needed to better document, implement and improve idiosyncratic business processes in the context of an organization, environment, culture, and country. This is also confirmed by research conducted under the JEMI Special Issue on Business Process Management. Besides the traditionally shaped approach to BPM, organizations increasingly treat BPM as a driver of organizational innovation and as an essential part of the digital transformation (Vom Brocke & Schmiedel, 2015). New digital technologies such as social media, digital platforms, big data and advanced data analytics, blockchains, robotics, etc., enable development and growth in a constantly changing environment. To take advantage of these opportunities in the digital world, organizations require new BPM competences and capabilities. However, digital disruption creates quite a challenge for the BPM research community. How can BPM capabilities be developed in order to achieve adaptability, growth, flexibility, and agility? How can BPM foster innovations within and throughout organizations? These are just some of the issues for future BPM-related research. Threads associated with employing BPM for digital transformation have been included in a proposed Special Issue on BPM. This Special Issue on BPM consists of six articles including contributions from invited authors from three transition economies: Croatia, Slovakia, and Poland. All of the papers focus on applications of the process approach to management or directly to the adoption of Business Process Management. The majority of articles relate to the traditional BPM thread, although the indicated BPM alliances with other concepts such as Knowledge Management, Change Management, and Project Management are worthy of note. Only one article addresses the topic of BPM in the context of digital transformation. The nature and structure of these articles may be indicative of the current motivational factors and process maturity levels of organizations adopting ordinary and/or advanced BPM practices. When analyzing the content of individual articles, we pay attention to the factors underlying BPM adoption. We understand the primary motivation to be the expected benefits from BPM. Therefore, we can assume this Special Issue to be a contribution to BPM development in the form of the indicating motivation and triggers for BPM adoption. The first paper, by Jerzy Auksztol and Magdalena Chomuszko, proposes a process-based approach to construct a Data Control Framework for Standard Audit File for Tax (SAF-T). The process approach is used to redesign the internal financial control processes and procedures of an organization to meet the new requirements of a fiscal audit. The process approach, combined with risk management and quality management, is, therefore, a tool supporting entrepreneurs adapting to new regulations imposed on them by their external environment, particularly those of tax authorities. Therefore, in this case, the main motivation for adopting elements of BPM was the impact of external environment factors. The paper by Ana-Marija Stjepić, Lucija Ivančić, and Dalia Suša Vugec focuses on the link between Business Process Management and digital transformation. The authors have developed a theoretical framework for the emerging role of BPM in digitalization and as a guide for researchers and practitioners conducting digital transformation initiatives in organizations. The results obtained in the article prove that the set goals and expected benefits of digital transformation can be achieved by a rethink and improvement of the processes, with a particular focus on end-to-end customer processes through supply chain management. Based on this article, we can conclude that one of the main motivational factors for BPM adoption is a desire to obtain the benefits of digital transformation. The article written by Miroslava Nyulásziová and Dana Paľová takes up the issues of using and linking the process approach and BPM lifecycle with the designing of decision support systems. The authors of this paper have developed an innovative system for decision support by implementing modeling, analysis, and improvement methods to the transportation process in the studied organization. The forwarding company's case study presented in the paper also shows how BPM adoption began with a single main process that has been streamlined and automated. Therefore, the motivations for BPM adoption were not only operational, relating to the optimization of the cost of the process, but also managerial, oriented on improving the decision-making process. The use of information technology allowed the full-exploitation of the potential for process improvements. The next paper by Olga Sobolewska is about incorporating the issues of BPM into the contemporary challenges of network organizations. The author claims that the organization's orientation towards both business processes and knowledge management is a strong success factor for network cooperation. The author argues that modern organizations should focus on managing knowledge-oriented processes to become attractive to cooperation partners for network organizations. In this article, BPM adoption is of a strategic nature for the purposes of undertaking new forms of cooperation. The paper by Hubert Bogumił has an interdisciplinary character and, in a unique way, shows the connections between the concepts of process management, organizational change management, and IT

project management. The author undertook the challenge of examining how problems for organizations managing IT projects facilitate in different ways the use of distinctive approaches to improve business processes. The author emphasizes that the main difficulty is the fact that modern organizations most often use a hybrid approach, with elements of both traditional project management and agile. The need to create a work environment that takes into account the risk of unexpected system and business regression, as well as a diagnosis of the causes and methods of its mitigation, is the initial research result in this paper. This article contributes to the development of BPM governance and integration of IT governance. The motivational factors for BPM are multi-faceted, as is the scope of the article. However, their managerial and cultural character (related to methods of communication and rules of cooperation in teams) should be emphasized. The article by Agnieszka Bitkowska concerns the integration of the concept of Knowledge Management and BPM. The author restates in her article that the identification, acquisition, presentation and documentation of knowledge are not independent tasks, but are implemented within business processes. In this paper, the correlations between BPM and Knowledge Management have been examined and the benefits and practical implications resulting from the integrated implementation of both concepts are emphasized. In the case of this article, BPM adoption can be a success factor for the implementation of Knowledge Management and the achievement of associated benefits. Studying Business Process Management from the different angles presented in this Special Issue should enrich our understanding of current BPM practices and better realize future challenges, especially those related to BPM development in the context of digital transformation and the integration of BPM with other management-related concepts. In addition, the contribution made by the authors of this Special Issue allowed us to see various motivations and triggers for BPM adoption, from operational, to managerial, strategic, cultural and technological ones, and those driven by the external environment. We would like to thank the authors for their contribution to this Special Issue. We would also like to thank all the reviewers for their valuable comments, which helped the authors improve their articles significantly. We are firmly convinced that the BPM research results presented in this Special Issue will help strengthen the existing body of BPM knowledge. We recommend reading the related issue of the JEMI journal to the wider community of BPM researchers, practitioners, and enthusiasts. Guest Editors Renata Gabryelczyk , Tomislav Hernaus Acknowledgments The editorial work on this Special Issue was supported by the Polish National Science Centre, Poland, Grant No. 2017/27/B/HS4/01734. References Elzinga, D. J., Horak, T., Lee, C.-Y., & Bruner, C. (1995). Business process management: Survey and methodology. IEEE Transactions on Engineering Management, 42(2), 119-128. http://dx.doi.org/10.1109/17.387274 Gabryelczyk, R., & Roztocki, N. (2018). Business process management success framework for transition economies. Information Systems Management, 35(3), 234-253. http://dx.doi.org/10.1080/10580530.2018.1477299http://dx.doi.org/10.1080/10580530.2018.1477299 Rosemann, M., & Vom Brocke, J. (2010). The six core elements of business process management. In Handbook on Business Process Management 1. Cham: Springer. Vom Brocke, J., & Mendling, J. (Eds.). (2018). Business Process Management Cases. Digital Innovation and Business Transformation in Practice. Berlin: Springer. Vom Brocke, J., & Schmiedel, T. (Eds.). (2015). BPM-Driving Innovation in a Digital World. Cham: Springer.

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