

Contents

1	Introduction	1
1.1	Everyday Enterprise Routine: Bad Atmosphere at Confusio Corp.	1
1.1.1	Structuring the Problem	2
1.1.2	The Solution	2
1.1.3	What It Is All About	3
1.2	Modeling Languages and Methods	3
1.2.1	Language of the Business Community	3
1.2.2	Modeling Methods	5
1.3	Tools for Business Communities	5
1.3.1	Market Development	5
1.3.2	Horus: Business Processes for Business Communities	6
1.4	Objectives and Structure of This Book	7
1.5	Bibliographical Notes and Web Links	8
2	Practical Introduction to Business Process Engineering	9
2.1	The Task	9
2.2	Analysis and Modeling of Processes	10
2.2.1	Process Modeling with Petri Nets	10
2.2.2	Refinement of the Process Model	12
2.3	Business Objects and Object Flows	13
2.3.1	Creation of an Object Model	14
2.3.2	Typing of Objects	15
2.4	Process-Oriented Organization Structures	16
2.5	Holistic Business Process Management	18
2.6	Bibliographic Notes	20
3	Concepts and Modeling Languages	21
3.1	Introduction	22
3.1.1	Modeling	22
3.1.2	Simulation	23

3.1.3	Analysis	23
3.1.4	Monitoring	24
3.2	Business Process Modeling Views	24
3.3	Modeling Constructs for Business Processes	29
3.3.1	Elements of Procedure Modeling	30
3.3.2	Dynamics in Procedure Models	32
3.3.3	Procedure Types	35
3.3.4	Refinement	38
3.3.5	Object Stores in Petri Nets: XML Nets	39
3.4	Object Modeling	42
3.4.1	Requirements	42
3.4.2	Notation Used	43
3.4.3	Simple and Complex Objects	48
3.4.4	Assignment of Objects to XML Nets	50
3.5	Organization Modeling	50
3.6	Case Study.....	52
3.7	Self Control	55
3.8	Bibliographical References and Web Links.....	59
4	The Horus Method	61
4.1	Principles of the Horus Method	61
4.1.1	How to Apply the Modeling Language	62
4.1.2	Abstraction Principle	63
4.1.3	Structuring Principle.....	64
4.2	Phase 1: From a Mission to an Architecture Model	66
4.2.1	Context Analysis	68
4.2.2	SWOT Analysis.....	73
4.2.3	Strategy Analysis	74
4.2.4	Modeling an Enterprise Architecture	77
4.2.5	System Architecture Design.....	82
4.3	Phase 2: Business Process Analysis.....	83
4.3.1	Structure Analysis	85
4.3.2	Procedure Analysis	87
4.3.3	Organization Structure Analysis	91
4.3.4	Key Figure Analysis	94
4.3.5	Risk Analysis	96
4.4	Simulation	98
4.4.1	The Simulation Cycle	99
4.4.2	Application Areas.....	100
4.4.3	Creation and Parameterization of Model Variants	102
4.4.4	Simulation with Added Value, Costs, Time, and Quality	110
4.4.5	Analysis of Simulation Runs	115
4.5	Business Process Management and Process Implementation	118
4.5.1	Business Process Management Within the Horus Method....	119
4.5.2	Abstract Implementation of Business Processes	121

4.5.3	Orchestration of Business Services	123
4.5.4	Physical Implementation of Business Services.....	124
4.5.5	Business Process Portals and Business Performance Management.....	127
4.6	Best Practice and Reference Models	129
4.6.1	Industry Business Process Models	130
4.6.2	Best Practice Business Service Models.....	132
4.7	Self-Control	135
4.8	Bibliographic References and Web Links.....	135
5	Areas of Application	137
5.1	Business Process Reengineering	138
5.1.1	Drivers and External Factors	138
5.1.2	Business Performance Management	140
5.1.3	Model-Based Business Process Reengineering	140
5.1.4	Use of Reference Models.....	143
5.2	Business Process Management and SOA	144
5.2.1	Interactions Between Business and IT	144
5.2.2	Model-Driven Implementation of an SOA	145
5.2.3	Best Practices and Reference Models for SOA.....	147
5.3	Process-Oriented Introduction of Business Software	149
5.3.1	Why the Introduction of a Business Software Is Difficult	149
5.3.2	Model-Driven, Service-Oriented Implementation Approach.....	150
5.3.3	Practical Use of a Business Service Reference Model	151
5.3.4	Migration of a Business Software.....	153
5.4	Governance, Risk and Compliance.....	157
5.4.1	Influencing Factors and GRC Mechanisms.....	158
5.4.2	Implementation of GRC in an Organizational Context	159
5.4.3	Prevention of Information Islands	160
5.5	Managed Services and ITIL	161
5.5.1	Outsourcing vs. Managed Services	162
5.5.2	Structuring of the Solution	163
5.5.3	ITIL: Reference Model-Based Service Specification	164
5.6	Business Process Outsourcing.....	166
5.6.1	Typical Fields of Application	167
5.6.2	Basic Principle of Business Process Outsourcing	168
5.6.3	Model-Based Planning and Implementation of BPO Contracts	170
5.7	Self-Control	172
5.8	Bibliographic References and Web Links.....	172
6	On the Future of Business Process Engineering	175
6.1	Virtual Worlds	175
6.2	Three-Dimensional Process Models	176

6.3	Semantic Processes	176
6.4	Social BPM.....	177
6.4.1	Socialization of Business Process Management.....	178
6.4.2	Web 2.0 Infrastructure for Social BPM.....	179
6.4.3	Collaborative Transactions	180
6.5	Self-Control	181
6.6	Bibliographic Notes.....	182
Bibliography		183
Index		187