Contents

Part I Strategic Alignment

Delivering Business Strategy Through Process Management
Management of Process Excellence
Process Capital as Strategic Success Factor: The Lufthansa Example 57 Markus Brenner and André Coners
Process Classification Frameworks
Taxonomy of Business Process Management Approaches
Process Performance Management
Business Process Analytics
Managing Regulatory Compliance in Business Processes
Prioritizing Process Improvement: An Example from the Australian Financial Services Sector

xiii



xiv Contents

Business Process Governance M. Lynne Markus and Dax D. Jacobson	201
Business Process Management Governance	223
The Process of Business Process Management August-Wilhelm Scheer and Eric Brabänder	239
The Service Portfolio of a BPM Center of Excellence	267
BPM Center of Excellence: The Case of a Brazilian Company Leandro Jesus, André Macieira, Daniel Karrer, and Heitor Caulliraux	285
Business Process Standardization	307
BPO through the BPM Lens: A Case Study Jyoti M. Bhat, Jude Fernandez, Manish Kumar, and Sukriti Goel	329
Toward a Global Process Management System: The ThyssenKrupp Presta Case Stefan Novotny and Nicholas Rohmann	355
Business Process Maturity in Public Administrations Jörg Zwicker, Peter Fettke, and Peter Loos	369
Part III People and Culture	
Expertise in Business Process Management	401
Business Process Management Curriculum	423
Dealing with Human-Driven Processes Keith Harrison-Broninski	443

Contents

Knowledge Engineering in Business Process Management	463
Cultural Change in Process Management	487
Managing Creativity-intensive Processes: Learning from Film and Visual Effects Production Stefan Seidel, Katherine Shortland, David Court, and Didier Elzinga	515
Global Processes and Data: The Culture Journey at Hilti Corporation Jan vom Brocke, Martin Petry, Theresa Sinnl, Bo Østerberg Kristensen, and Christian Sonnenberg	539
An Organizational Approach to BPM: The Experience of an Australian Transport Provider Tonia de Bruin and Gaby Doebeli	559
Who is Who	579
Index	607