Table of Contents

			he 2 nd Edition	
	Pref	face to t	he 1st Edition	. VII
	Tab	1 C.	ontents	IV
	1 20	ies	XX	X V II
Par	t A: I	Proces	ss-Oriented Organizational Design	1
1	The	Proc	ess in Focus	
	Jörg	g Becke	r, Dieter Kahn	3
	1.1	Envir	onment	3
	1.2	From	Function Orientation to Process Orientation	4
	1.3		'erm "Process"	5
	1.4	Conse	equences for Management – Six Theses for Process	
		Orien	tation	7
		1.4.1	Every Organizational Rusiness Structure has its Own	
			Efficiency Relation	7
		1.4.2	The Pressure to Survive in Competition Causes Sensitive	
			Adaptation Processes to Develop	
		1.4.3	People and Their Environment Determine Process Changes.	8
		1.4.4	Flexibility Guarantees a Leading Position in an	
			Achievement-orientated Society	9
		1.4.5	High Innovation Potential and its Effective Use Lead to the	
			Top	
		1.4.6	The Ability to Integrate all Participants in the Process	
		1.1.0	Ensures Success	ç
	1.5	The C	Case Study – DeTeImmobilien	10
	1,5	1.5.1	Corporate Structure	
			Products	
	16		tive and Structure of This Rook	

2			lanagement er, Dieter Kahn, Clemens Wernsmann	15
	2.1	Projec	ct Goals	15
	2.1		et Plan	
	2.3		ct Organization	
	2.4		ct Controlling	
	2.5	Critic	al Success Factors	26 36
	2.6		klist	
3	Pre	parati	on of Process Modeling	
	Mic	hael Ro	osemann, Ansgar Schwegmann, Patrick Delfmann	41
	3.1	Requi	ired Preparation of Process Modeling	41
		3.1.1		41
		3.1.2		43
		3.1.3		45
	3.2	Identi	fication and Selection of Relevant Perspectives	45
		3.2.1	Relevant Perspectives of Process Models	46
		3.2.2	Definition of Relevant Perspectives	52
	3.3	Deter	mination of the Communication Channel	53
	3.4	Speci	fication of Modeling Technologies	54
		3.4.1	Basic Terms of Information Modeling	54
		3.4.2	Selection of Model Types	56
		3.4.3		
		3.4.4	Specification of Rules for the Perspective-specific	
			Aadaptation of the Models	71
	3.5	Select	tion of a Modeling Tool	
	3.6	Conv	ersion of Modeling Conventions With a Modeling Tool	81
		3.6.1		81
		3.6.2	Extension of Customizing Settings Through Organizational	
		262	Rules	
	2.7	3.6.3		
	3.7		iption of the Organizational Framework Conditions	
	3.8		ion and Use of a Modeling Standard	
		3.8.1	Types of modeling standards	85
		3.8.2	Contents and Design of Company- and/or Project-specific	0.0
		202	Modeling Standards	86
	2.0	3.8.3		
	39	Check	zliet	X7

	ategy and Organizational Frame	
Jörg	Becker, Volker Meise	91
4.1	The Tasks of the Organizational Frame	91
4.2	The Procedure Model	93
4.3	The Definition of the Structural Goals	93
	4.3.1 Goals of the Organization	
	4.3.2 The Goals of the Organization Members	94
	4.3.3 Balancing of Goals	
	4.3.4 Concretizing of Goals	
4.4	The Definition of the Macro Structure	
4.5	The Market-based View	
	4.5.1 The Strategy of Comprehensive Cost Leadership	97
	4.5.2 The Strategy of Differentiation	
4.6	The Resource-based View	
4.7	The Combination of Views	
4.8	The Strategic Organization Areas	103
4.9	The Efficiency Goals for the Organizational Areas	
4.10	Definition of the Process Structure	
	The General Process Identification	
4.12	The Individual Process Identification	107
	4.12.1 Determining the Process Goals	
	4.12.2 Differentiating by Core and Support Goals	
	4.12.3 Process Identification and Process Structuring	
1.13	Determining Design Goals	
	The Behavior Finding Process	
	4.14.1 The Perception Phase	
	4.14.2 The Evaluation Phase	
	4.14.3 The Assessment of the Efficiency Degree	116
	4.14.4 Behavior	
4.15	Possibilities of Influencing the Design of the	
	Organizational Frame	116
4.16	The Types of Perception Influences	
	Determining the Structural Design	
4.18	The Spatial Arrangement of Elements	123
4.19	The Determination of Size Relations	124
	The Use of Reference Designs	
	The Individual Design of the Elements	
	4.21.1 Colors	
	4.21.2 Shapes	
	4.21.3 Text and Fonts	
4 22	Checklist	

4

As-	Is Modeling and Process A	nalysis e	122
Ans	gar Schwegmann, Michael Lask	e	133
5.1	Objectives of As-Is Modeling		133
5.2	Procedure of As-is Modeling		134
		odeling	134
	5.2.2 Identifying and Prioritiz	ring Problem Areas to be	
	Eliminated		136
	5.2.3 Collection and Docume	ntation of As-is Models	140
		s	
5.3			
		on of As-is Models	
		ing by Reference Models	
		ing by Benchmarking	151
		mentation of Weaknesses and	150
		ediate Measures to Eliminate	132
		ediate Measures to Eliminate	152
5.4			
J. T	CHECKHSI	•••••••••••••••••	133
Mar	io Speck, Norbert Schnetgöke		157
6.1	Objectives of To-Be Modeling		157
6.2			
		deling	
	6.2.2 Identification and Rough	h Draft	165
	6.2.3 Design and Documentat	ion of To-Be Models	173
6.3			
	6.3.1 Reference Points for the	Evaluation of To-Be Models	180
		ling through Process Simulation	
		ling through Reference Models	
6.4			
6.5	Checklist	•••••	185
	ign of a Process-Oriented (Organizational Structure	197
1+141	ragoror, mionact vicing	***************************************	101
7.1		Oriented Organization	187
	7.1.1 Process Organization an	d Organizational Structure from	
	the Process-Oriented Po	int of View	187
	the Process-Oriented Po 7.1.2 Interfaces in the Organiz	int of Viewzational Structure – the Most	
	the Process-Oriented Po 7.1.2 Interfaces in the Organiz	int of View	

9.3.2 Analysis Phase2689.3.3 Goal Redefinition Phase2709.3.4 Modeling and Implementation Phase270

	9.4	Institutional Embedding of Process Responsibility	273
		9.4.1 Responsibility for a Process	274
		9.4.2 Process Owner	275
		9.4.3 Process Manager	
	9.5		
Par		Additional Application Options and velopment Perspectives	281
	Б0.	veropinent i eropeotaveo	
10	Pro	ocess-Oriented Implementation of ERP Systems	
		ger Hansmann, Stefan Neumann	283
	10.1	1 Features of ERP Systems	283
	10.2	2 How to Implement ERP Systems	
		10.2.1 Implementation Strategies	287
		10.2.2 Phase Model for the Introduction of Standard ERP Sys	
	10.3	3 Process-oriented ERP Selection	
		10.3.1 Preselection	
		10.3.2 Final Selection	
	10.4	4 The Role of Process Management in the Project Organization	
		10.4.1 Roles in ERP Introduction Projects	
		10.4.2 Project Structure	
	10.5	5 As-is Analysis, To-be Concept and Realization	
		10.5.1 Contribution of Process Models to Solutions	
		10.5.2 To-be Modeling Based on the ERP Reference Models	
		10.5.3 Independent Modeling of an Ideal State	
		10.5.4 Creation of the To-be Model on the Sole Basis of As-is	
		Models	
	10.6	6 Roll-out and Change Management	316
		10.6.1 Preparation for Roll-out	
		10.6.2 User Training	
		10.6.3 Check of System Application	318
11	Wo	rkflow Management	
• •		chael zur Mühlen, Holger Hansmann	323
	11.1	Principles of Workflow Management	323
		11.1.1 Development of Office Automation	323
		11.1.2 Conceptual Foundations	325
		11.1.3 Workflow Life Cycle	
	11.2	2 What Does Workflow Bring?	

	11.2.1 Potential Benefits Through the Use of Workflow	
	Management Systems	328
	11.2.2 Risks When Workflow Management Systems Are Used	329
	11.3 Fields of Application of Workflow Applications	
	11.3.1 Production and Ad-hoc Workflows	
	11.3.2 Inner and Inter-company Workflows	332
	11.3.3 Embedded and Stand-alone Workflow	
	11.3.4 Workflow Management in Domain-specific Applications	334
	11.4 Procedure Model for the Introduction of Workflow	
	Management Systems	335
	11.4.1 Overview	
	11.4.2 Project Preparation and Organization	
	11.4.3 Technical and Organizational Requirement Analysis	
	11.4.4 Market Analysis and System Selection	
	11.4.5 Modeling and Optimization of Processes and Workflows	
	11.4.6 Development of Workflow Applications	348
	11.5 Operation of Workflow Applications	
	11.5.1 Operation	
	11.5.2 Controlling Workflow Applications	
12	Process-based Design of the (Organizational) Structure and	
12	Process-based Design of the (Organizational) Structure and Authorization Concept Using the Example of SAP R/3	
12	Process-based Design of the (Organizational) Structure and	
12	Process-based Design of the (Organizational) Structure and Authorization Concept Using the Example of SAP R/3 Michael Vieting, Johannes Kumpf	353
12	Process-based Design of the (Organizational) Structure and Authorization Concept Using the Example of SAP R/3 Michael Vieting, Johannes Kumpf	353
12	Process-based Design of the (Organizational) Structure and Authorization Concept Using the Example of SAP R/3 Michael Vieting, Johannes Kumpf	353
12	Process-based Design of the (Organizational) Structure and Authorization Concept Using the Example of SAP R/3 Michael Vieting, Johannes Kumpf	353353353
12	Process-based Design of the (Organizational) Structure and Authorization Concept Using the Example of SAP R/3 Michael Vieting, Johannes Kumpf	353 353 353 354
12	Process-based Design of the (Organizational) Structure and Authorization Concept Using the Example of SAP R/3 Michael Vieting, Johannes Kumpf	353 353 353 354 358
12	Process-based Design of the (Organizational) Structure and Authorization Concept Using the Example of SAP R/3 Michael Vieting, Johannes Kumpf	353 353 353 354 358
12	Process-based Design of the (Organizational) Structure and Authorization Concept Using the Example of SAP R/3 Michael Vieting, Johannes Kumpf	353 353 353 354 358 358
12	Process-based Design of the (Organizational) Structure and Authorization Concept Using the Example of SAP R/3 Michael Vieting, Johannes Kumpf	353 353 353 354 358 358 360
12	Process-based Design of the (Organizational) Structure and Authorization Concept Using the Example of SAP R/3 Michael Vieting, Johannes Kumpf	353 353 353 358 358 360 365
12	Process-based Design of the (Organizational) Structure and Authorization Concept Using the Example of SAP R/3 Michael Vieting, Johannes Kumpf	353 353 353 354 358 360 365 366
12	Process-based Design of the (Organizational) Structure and Authorization Concept Using the Example of SAP R/3 Michael Vieting, Johannes Kumpf	353 353 353 354 358 366 366 366
12	Process-based Design of the (Organizational) Structure and Authorization Concept Using the Example of SAP R/3 Michael Vieting, Johannes Kumpf	353 353 353 354 358 366 366 366
12	Process-based Design of the (Organizational) Structure and Authorization Concept Using the Example of SAP R/3 Michael Vieting, Johannes Kumpf	353 353 353 354 368 366 367 367 368
12	Process-based Design of the (Organizational) Structure and Authorization Concept Using the Example of SAP R/3 Michael Vieting, Johannes Kumpf	353 353 353 354 368 366 367 367 368

13	Simulation of Business Processes Stefan Neumann, Michael Rosemann, Ansgar Schwegmann	.373
	13.1 Principles of Process-orientated Simulation	373
	13.2 Typical Goals of Process Simulation	374
	13.3 Procedural Model for Executing Simulation Studies	375
	13.4 Construction of Business Process Simulation Models	377
	13.4.1 Attributes of the Elements of Business Process Models	
	13.4.2 Modeling Probable Distributions	
	13.4.3 Modeling of Process Alternatives	
	13.4.4 Modeling Process Instancing	
	13.4.5 Modeling Resource Availability	
	13.5 Calculating and Evaluating Process Parameters	
	13.6 Simulation Applications in Business Process Management	
	at DeTe Immobilien	
	13.6.2 Process Simulation at Television New Zealand	386
	Martin Kugeler	
	14.1.1 Effective and Efficient Customer Relationships Through	
	Customer Relationship Management	390
	14.1.2 Coordination of Inter-company Performance Links with the	
	Supply Chain Management	
	14.2 Inter-company Process Modeling	
	14.2.1 Requirements of Inter-company Process Modeling	
	14.2.2 Presentation Technologies in Comparison	413
15	Profitability of Business Processes Jan vom Brocke, Heinz Lothar Grob	.421
	15.1 Measuring Profitability of Business Processes	421
	15.2 Foundations of Measuring Profitability of Business Processes	
	15.2.1 General Characteristics	424
	15.2.2 Elements of an Profitability Calculation	425
	15.3 Method for Measuring Profitability of Business Processes	427
	15.3.1 Assumptions and Overview	427
	15.3.2 Calculating Out-Payments Related to Functions	
	15.3.3 Calculating In-Payments Related to Functions	
	15.3.4 Calculating Series of Payments Related to Processes	431

	15.3.5 Calculating Financial Consequences of Processes with VOFI	434
	15.3.6 Calculating Measures for Profitability of Processes	435
	15.4 Application of the Method for Measuring Profitability of Busine	
	Processes	
Par	t C: Process Management Case Studies	447
16	The Integrated Management System at T-Systems Internat GmbH / T-Systems Computer Service Management GmbH Martin Niemöckl, Jürgen Pillasch, Christian Probst	
	16.1 The Company T-Systems / DeTeCSM	
	16.2 Objectives of Integrated Management Systems	450
	16.3 Organization	451
	16.3.1 Methodical and Technical Responsibility	451
	16.3.2 Procedure	451
	16.3.3 Responsibility and Processes in Continuous Process	
	Management	
	16.4 Structure of the Process Models	
	16.4.1 Structuring of Contents	
	16.4.2 Hierarchization	
	16.4.3 Modeling the Process Structure in ARIS	
	16.4.4 Modeling Conventions for Sub-processes	
	16.5 Acquired Experience	462
	16.5.1 Migration from Project to Standard Operation	462
	16.5.2 Responsibility of the CPP	462
	16.5.3 Rigid Vertical Process Structuring	
	16.5.4 Interfaces vs. Process Modules	
	16.5.5 Modeling Conventions – Information Object Types	463
	16.5.6 Communication	
	16.5.7 Integration in the Management System	464
	16.6 Current and Future Activities	465
17	Workflow and Process Modeling in a Power Supply Compa Michael zur Mühlen 17.1 Project Structure 17.1.1 Definition of Tasks 17.1.2 Company Profile	467 467 467
	17.1.3 Project Flow	
	1 / . 4 Emphrea Study	+/U

XVIII Table of Contents

	17.2.1 Objective and Methodology	
	17.2.2 Important Findings of the Empirical Study	471
	17.2.3 Related Studies	474
	17.3 Market Study	
	17.4 Determination of Processes Suitable for Workflows	
	17.4.1 Structure of the Catalog of Criteria	
	17.4.2 Preselection of Processes	
	17.4.3 Selection of To-be Processes	
	17.5 Selection of a Workflow Management System	
	17.6 Economic Considerations	
	17.7 Summary	
18	Introduction of Workflow Management at Hotset Heizpatron	nen
	und Zubehör GmbH	
	Stefan Neumann, Wolf-Dietrich Wiechel	487
	10.1 Project Conf.	107
	18.1 Project Goals	
	18.1.1 Brief Presentation of the Company	
	18.1.2 Problems	
	18.1.3 Improvements Aimed at in the Project	
	18.2 Project Organization	489
	18.2.1 Project Setup	
	18.2.2 Analysis	491
	18.2.3 Concept	492
	18.2.4 Implementation	492
	18.2.5 Operation	493
	18.3 Structure of Process Models	
	18.3.1 Modeling Method and Tool	493
	18.3.2 Modeled Processes	494
	18.3.3 From the As-is Workflow Model to the Target Workflow	
	Model to the Workflow Model	
	18.4 Experience	
	18.5 Current and Future Activities	
19	Process Reorganization at the Corporate Services	
	Agency (CSA) Marit Schallert, Michael Rosemann	501
	19.1 The CSA	501
	19.1.1 Structure	
	19.1.2 Product and Services	501
	19.1.3 Target System and Vision	
	19.2 Project Goal: Reorganization (Using the Example of Travel	
	Management)	503
	19.3 Project Organization	504
	19.5 Project Organization	

	Table of Contents	XIX
	10.2.1 Deciset Plan and Present Team	504
	19.3.1 Project Plan and Project Team	506
	19.3.3 To-be Modeling and Process Optimization	
	19.4 Structure of the Process Models	
	19.5 Gained Experience	
	19.5.1 Use of Reference Models for As-is and To-be Modeling	
	19.5.2 Critical Factor of Success: Change Management	
	19.5.3 Factors of Success Specific to the CSA	
	19.6 Current and Future Activities	516
	19.0 Current and Future Activities	510
20	Prioritizing Business Processes for Process-oriented	
	Reorganization in Public Administrations	E47
	Lars Algermissen, Patrick Delfmann, Thorsten Falk, Björn Niehaves	517
	20.1 Reorganization of Public Services	517
	20.2 The Project Regio@KomM	
	20.3 Prioritizing of Process Candidates in Public Services	
	20.3.1 Identification of Activity Fields of Reorganization in	
	Municipal Administrations	520
	20.3.2 Phase Model to Prioritize Process Candidates	
	20.4 Processes in the Project	
	20.5 Gained Experience	
	20.6 Present and Future Activities	
21	Process-based Project Application Processing	
4 I	Thore Dörnemann, Christoph Köster, Dirk Oelbracht	541
	21.1 The Company DFMG	541
	21.1.1 Foundation and Profile	
	21.1.2 Structure and Organization	
	21.2 Process Management at DFMG	
	21.2.1 Goals of Process Management	
	21.2.2 Development of an Organizational Frame	
	21.2.3 Development and Modeling of Processes	
	21.2.4 Organizational Procedure for Modeling	
	21.3 Process-orientated Project Application Processing	551
	21.4 Workflow-based Project Application Processing	555
	21.5 Experiences with Workflow Design	
	21.6 Present and Future Activities	

Appendix:	
Examples of Modeling Conventions at DeTe Immobilien	559
· •	
Bibliography	567
Indov	E07
ndex	587