

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

*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 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*

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

*Systems. The BMSD 2021 theme was: Towards Enterprises and Software that are Resilient against Disruptive Events.*

*This book describes the fundamentals of Supply Chain Management in clear and concise terms. It explains why in the near future real competition is going to be between supply chains and what the consequences will be. Managers and decision-makers will be able to build on their business's competitive advantage with the essentials provided in this work. The focus here is upon what you really need to know in order to optimally manage your processes in procurement, manufacturing, warehousing and logistics. In addition to a wealth of illustrations and examples, valuable suggestions for further expansive reading are included. Essential insights are provided into how to analyse and evaluate the supply chain, based upon key aspects from research and practice, which helps readers to initiate their own optimisation processes.*

*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*

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

*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.*

*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*

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

*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.*

*What You Really Need to Know to Manage Your Processes in Procurement, Manufacturing, Warehousing and Logistics*

*Handbook on Business Process Management 2*

*Advanced Information Systems Engineering*

*Body of Knowledge from Process Modeling to BPM*

*Value-Driven Project Management*

*Concepts, Languages, Architectures*

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

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

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

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

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

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. 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

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

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 & Roztock, 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

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

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

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

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

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

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 Pařová 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 Bogumiř

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

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

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

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., & Roztock, N. (2018). Business process management success framework for transition economies.

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

Information Systems Management, 35(3), 234-253. <http://dx.doi.org/10.1080/10580530.2018.1477299>  
<http://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.

This book constitutes the proceedings of 26th International Conference on Advanced Information Systems Engineering, CAiSE 2014, held in Thessaloniki, Greece in June 2014. The 41 papers and 3 keynotes presented were carefully reviewed and selected from 226 submissions. The accepted papers were presented in 13 sessions: clouds and services; requirements; product lines; requirements elicitation; processes; risk and security; process models; data mining and streaming; process mining; models; mining event logs; databases; software engineering.

Using Agile methods, you can bring far greater innovation, value, and quality to any data warehousing (DW), business intelligence (BI), or analytics project. However, conventional Agile methods must be carefully adapted to address the unique characteristics of DW/BI projects. In Agile Analytics, Agile pioneer Ken Collier shows how to do just that. Collier introduces platform-agnostic Agile solutions for integrating infrastructures consisting of diverse operational, legacy,

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

and specialty systems that mix commercial and custom code. Using working examples, he shows how to manage analytics development teams with widely diverse skill sets and how to support enormous and fast-growing data volumes. Collier's techniques offer optimal value whether your projects involve "back-end" data management, "front-end" business analysis, or both. Part I focuses on Agile project management techniques and delivery team coordination, introducing core practices that shape the way your Agile DW/BI project community can collaborate toward success Part II presents technical methods for enabling continuous delivery of business value at production-quality levels, including evolving superior designs; test-driven DW development; version control; and project automation Collier brings together proven solutions you can apply right now--whether you're an IT decision-maker, data warehouse professional, database administrator, business intelligence specialist, or database developer. With his help, you can mitigate project risk, improve business alignment, achieve better results--and have fun along the way. Business process management is usually treated from two different perspectives: business administration and computer science. While business administration professionals tend to consider information technology as a subordinate aspect in business process management for experts to handle, by contrast computer science professionals often consider business goals and organizational regulations as terms that do not deserve much thought but require the appropriate level of abstraction. Matthias Weske argues that all communities involved need to have a common understanding of the different aspects of business process management. To this

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

end, he details the complete business process lifecycle from the modeling phase to process enactment and improvement, taking into account all different stakeholders involved. After starting with a presentation of general foundations and abstraction models, he explains concepts like process orchestrations and choreographies, as well as process properties and data dependencies. Finally, he presents both traditional and advanced business process management architectures, covering, for example, workflow management systems, service-oriented architectures, and data-driven approaches. In addition, he shows how standards like WfMC, SOAP, WSDL, and BPEL fit into the picture. This textbook is ideally suited for classes on business process management, information systems architecture, and workflow management. This 3rd edition contains a new chapter on business decision modelling, covering the Decision Model and Notation (DMN) standard; the chapter on process choreographies has been streamlined, and numerous clarifications have been fetched throughout the book. The accompanying website [www.bpm-book.com](http://www.bpm-book.com) contains further information and additional teaching material.

Value-Driven Digital Transformation

Encyclopedia of Organizational Knowledge, Administration, and Technology  
Introduction, Methods, and Information Systems

Value-Driven Business Process Management: The Value-Switch for Lasting  
Competitive Advantage

The Values-Driven Organization

A Guide to Continuous Improvement Transformation

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

### Business Process Management: Current Applications and the Challenges of Adoption

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.

This book constitutes the proceedings of the 16th International Conference on Business Process

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

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.

Business process management is the basis for all initiatives like SCM, CRM, ERP, or business intelligence. New component and internet-based software architectures and web services require a solid process management to deliver the expected business success. However, many organizations still struggle to find the right approach to business process management. IDS Scheer delivers with ARIS the framework to meet this challenge successfully. IDS Scheer has successfully applied its ARIS business process management approach at thousands of organizations worldwide such as Intel, Siemens, or the US Navy. This book presents international case studies in various manufacturing and service industries as well as the public sector. It shows how to achieve business process excellence in practice.

This book enables enterprise business leaders - from CEOs to supervisors - to understand what "Continuous Improvement" is, why it is probably the best answer to improved business performance in years, and how to put it to work in the unique environment of a specific organization. The book examines what is at the core of "Continuous Improvement" and delves deeper into the elements and constituents necessary to take an organization to the next level to

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

ensure its continued, long-term existence. It provides guidance to enterprise management and to professionals engaged in the implementation of a "Continuous Improvement" initiative and enables them to structure and manage its implementation successfully. It also provides tools to quickly assess where an enterprise business stands in terms of strategic management and "Continuous Improvement".

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.

Cultural Health and Employee Well-Being as a Pathway to Sustainable Performance

6th International Conference, S-BPM ONE 2014, Eichstätt, Germany, April 22-23, 2014.

Proceedings

Traditional, Agile and Beyond – How to Handle Process Change

Values-Driven Business

26th International Conference, CAiSE 2014, Thessaloniki, Greece, June 16-20, 2014,

Proceedings

Business Process Management

High Performance Through Business Process Management

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

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

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

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

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.

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.

## Download Free 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, emerging and practical areas of BPM, and process monitoring.

This book focuses on the design, development, management, governance and application of evolving software processes that are aligned with changing business objectives, such as expansion to new domains or shifting to global production. In the context of an evolving business world, it examines the complete software process lifecycle, from the initial definition of a product to its systematic improvement. In doing so, it addresses difficult problems, such as how to implement processes in highly regulated domains or where to find a suitable notation system for documenting processes, and provides essential insights and tips

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

to help readers manage process evolutions. And last but not least, it provides a wealth of examples and cases on how to deal with software evolution in practice. Reflecting these topics, the book is divided into three parts. Part 1 focuses on software business transformation and addresses the questions of which process(es) to use and adapt, and how to organize process improvement programs. Subsequently, Part 2 mainly addresses process modeling. Lastly, Part 3 collects concrete approaches, experiences, and recommendations that can help to improve software processes, with a particular focus on specific lifecycle phases. This book is aimed at anyone interested in understanding and optimizing software development tasks at their organization. While the experiences and ideas presented will be useful for both those readers who are unfamiliar with software process improvement and want to get an overview of the different aspects of the topic, and for those who are experts with many years of experience, it particularly targets the needs of researchers and Ph.D. students in the area of software and systems engineering or information systems who study advanced topics concerning the organization and management of (software

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

development) projects and process improvements projects.

Value-Driven Business Process Management: The Value-Switch for Lasting Competitive Advantage McGraw-Hill Education

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

Concepts, Processes, Implementation

Knowledge Driven Service Innovation and Management: IT Strategies for Business Alignment and Value Creation

High Performance Through Process Excellence

Second International Conference, S-BPM ONE 2010, Karlsruhe, Germany, October 14, 2010 Selected Papers

Business Modeling and Software Design

Strategic Alignment, Governance, People and Culture

*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.*

*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*

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

*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*

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

*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*

*Values-driven organizations are the most successful organizations on the planet. This book explains that understanding employees' needs—what people value—is the key to creating a high performing organization. When you support employees in satisfying their needs, they respond with high levels of engagement and willingly commit their energies to the organization, bringing passion and creativity to their work. This new edition of The Values-Driven Organization provides an updated set of tools to assess corporate culture, new case studies on cultural transformation and additional materials on sustainability, measuring cultural health at work and the specific needs of the millennial generation. The Values-Driven Organization is essential reading for students, researchers and practitioners of organizational change, leadership, HRM and business ethics.*

*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*

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

*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® Redpaper™ 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).*

*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*

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

*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.*

*Business Process Management Cases*

*A Roadmap to Sustainable Business Process Management*

*Managing Software Process Evolution*

*EDGE*

*Fundamentals of Business Process Management*

*Subject-Oriented Business Process Management*

*Information Systems Engineering in Complex Environments*

*This book presents and discusses the most recent innovations, trends, results, experiences and concerns with regard to information systems. Individual chapters focus on IT for facility management, process management and applications, corporate information systems, design and manufacturing automation. The book includes new findings on software engineering, industrial internet, engineering cloud and advance BPM methods. It presents the latest research on intelligent information*

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

*systems, computational intelligence methods in Information Systems and new trends in Business Process Management, making it a valuable resource for both researchers and practitioners looking to expand their information systems expertise.*

*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. This book constitutes the proceedings of the CAiSE Forum from the 26th International Conference on Advanced Information Systems Engineering, CAiSE 2014, held in Thessaloniki, Greece, June 2014. The CAiSE 2014 Forum was a place to present and discuss new ideas, emerging topics,*

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

*and controversial positions, and to demonstrate innovative tools and systems related to information systems engineering. To this end, three types of submissions were invited: visionary papers presenting innovative research projects at an early stage, demo papers describing novel tools and prototypes; and case studies reporting industrial applications. The 17 papers in this volume were carefully reviewed and selected from 45 submissions and include 12 visionary papers, four demo papers, and one case study. The reworked and extended versions of the original presentations cover topics such as business process management, process mining, enterprise architecture and modeling, model-driven development, and requirements engineering.*

*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.*

*Praise for Value-Driven Business Process Management “The book goes well beyond a traditional methods-and-tools perspective to present the*

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

*most current, broadly informed view of BPM as a management discipline. . . .” –Paul O’Flaherty, Finance Director, Eskom “Franz and Kirchmer go directly to the heart of the role of BPM in business by focusing on value as the driver, management discipline as the requirement, and translating strategy into execution as the measure of success. . . .”*

*–Richard Maltsbarger, SVP of Strategy & BPM, Lowe’s Companies, Inc. “If your CEO has delivered a set of strategic imperatives, you are ready for Value-Driven BPM. This book provides the vision of how to win in the integrated global economy by building a core BPM discipline in your company to simplify the delivery of business strategy. . . .”*

*–Kathleen Donahue, Senior Director of Business Process Management, Pfizer Inc. “Business Process Management (BPM) has to be implemented as a management discipline and linked to the strategic imperatives of an organization in order to achieve the best business impact. Franz and Kirchmer show how this can be achieved. . . . I recommend the book to top executives, BPM practitioners, as well as the academic world.”*

*–Professor Dr. Drs. h.c. August-Wilhelm Scheer, BPM Thought Leader and Entrepreneur “Value-Driven Business Process Management is a game-changing book. . . .”*

*–Larry M. Starr, Ph.D., Executive Director and Academic Chair, Organizational Dynamics Graduate Studies, University of Pennsylvania “Franz and Kirchmer provide a strong foundation for readers in every phase of their BPM life cycle.”*

*–Alan Trefler,*

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

*Founder and CEO, Pegasystems Inc. "Value-driven BPM, as defined by Franz and Kirchmer, is an insightful way to use the available methods and tools to get real business impact through process management. It is a fresh approach to quickly move from strategy into execution."*

*–Dr. Wolfram Jost, CTO, Software AG About the Book: Business Process Management (BPM) is a powerful management discipline for driving efficiency and innovation, as well as achieving strategic imperatives. When you develop a business strategy that is supported by a pragmatic application of BPM, your processes become important assets—and business success soon follows. It's called value-driven BPM, and this game-changing guide takes you step by step through the entire process. A team of BPM experts from the global management consulting company Accenture provides some of the key ingredients you need to achieve the highest levels of differentiation and performance. Franz and Kirchmer explain how to launch value-driven BPM in synchronicity with existing BPM efforts, and they reveal common roadblocks along with clear steps for overcoming them. With Value-Driven Business Process Management, you have in your hands a full-suite guide to: Achieving immediate business benefits while building lasting BPM capabilities Putting the right team and infrastructure in place to build an organization designed for an outcome and value-based BPM capability Assessing and prioritizing process improvements in alignment with the overall*

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

*business strategy to meet the most vital needs and deliver the most value The authors include several end-to-end case studies from a range of industries. These deliver valuable insight into successfully linking processes to value. If your goal is to empower every employee at every level to express his or her virtuosity in a way that is aligned with strategy, this book is for you. If you seek to create innovative products and services that meet changing customer requirements, this book is for you. If you want your people and technological capabilities to execute the new paradigm with excellence, and thus realize unprecedented value, this book is for you. If you want to seize the competitive edge now—and maintain it for years to come—Value-Driven Business Process Management is for you.*

*Recent Innovations, Results and Experiences*

*9th International Conference, BPM 2011, Clermont-Ferrand, France, August 30 - September 2, 2011, Proceedings*

*Towards Continuous Improvement*

*ARIS in Practice*

*Creating a BPM Center of Excellence (CoE)*

*16th International Conference, BPM 2018, Sydney, NSW, Australia, September 9-14, 2018, Proceedings*

*The Quintessence of Supply Chain Management*

**Business Process Management (BPM) has become one of the most widely used approaches for the design of**

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

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 deepens the understanding of cultural conditions for implementing organizational and process changes in higher education institutions. Developing the humanistic and critical trend in Lean management research, it aims to define the notion and maturity of a Lean culture in higher education institutions as well as to determine its key dimensions and descriptions in the light of adopted ontological and epistemological assumptions. This book defines the notion of Lean Culture, proposes a model to assess its maturity, determines conditions for its implementation, and presents the tools of the Lean management model in a university. It supplements the issues related to the implementation of the Lean concept by adopting a humanistic approach.

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

Business Process Management (BPM) has become a widely adopted management approach, prompting significant investments by private and public companies since 2000. Since neither the concept of BPM nor the factors leading to successful BPM initiatives are grounded in theory and also lack empirical support, Tahvo Hyötyläinen explores what business value BPM and BPM Systems can cause and how they can bring about improved firm performance. The author's main implication is to show how to enhance the probability of success with BPM and its Systems. His research also adds to the understanding on how to increase customer-centricity – an empirically supported yet less studied direction of BPM.

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.

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

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

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.

Steps to Improved Firm Performance with Business Process Management

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

Adding Business Value with Business Process Management and its Systems

Agile Analytics

Business Process Excellence

IT Strategies for Business Alignment and Value Creation

8th International Conference, BPM 2010, Hoboken, NJ, USA, September 13-16, 2010, Proceedings

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

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

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!

This book constitutes the refereed proceedings of the 9th International Conference on Business Process Management, BPM 2011, held in Clermont-Ferrand, France, in August/September 2011. The volume contains 22 revised full research papers carefully reviewed and selected from 157 submissions, as well as 5 industrial track papers and abstracts of three invited talks. The papers address innovative research of highest quality from computer science, management information science, service-oriented computing, and technology management.

"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.

The BPM Conference series has established itself as the premier forum for -

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

searchers in the area of business process management and process-aware information systems. It has a record of attracting contributions of innovative research of the highest quality related to all aspects of business process management, including theory, frameworks, methods, techniques, architectures, systems, and empirical findings. BPM 2010 was the 8th conference of the series. It took place September 14- 16, 2010 on the campus of Stevens Institute of Technology in Hoboken, New Jersey, USA—with a great view of Manhattan, New York. This volume contains 21 contributed research papers that were selected from 151 submissions. The thorough reviewing process (each paper was reviewed by three to five Program Committee members followed in most cases by in-depth discussions) was extremely competitive with an acceptance rate of 14%. In addition to the contributed papers, these proceedings contain three short papers about the invited keynote talks. In conjunction with the main conference, nine international workshops took place the day before the conference. These workshops fostered the exchange of fresh ideas and experiences between active BPM researchers, and stimulated discussions on new and emerging issues in line with the conference topics. The proceedings with the papers of all workshops will be published in a separate volume of Springer's Lecture Notes in Business Information Processing series. Beyond that, the conference also included a doctoral consortium, an industry program, reside chats, tutorials, panels, and demonstrations.

This book constitutes the thoroughly refereed post-proceedings of the Second International Conference on Subject-Oriented Business Process Management, S-BPM ONE 2010, held in Karlsruhe, Germany in October 2010. The 10 revised full papers presented together with one

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

invited keynote paper and three panel statements were carefully reviewed and selected from initially 17 submissions. The papers present innovative cross-disciplinary ideas, concepts, methods, tools and results in foundational and applied research as well as studies on the realization of such innovations in the real world - all based on the promising new paradigm of subject-oriented business process management.

Management by Process

Second Asia Pacific Conference, AP-BPM 2014, Brisbane, QLD, Australia, July 3-4, 2014, Proceedings

The Complete Business Process Handbook

From Strategy to Execution with Business Process Management

CAiSE Forum 2014, Thessaloniki, Greece, June 16-20, 2014, Selected Extended Papers

A Value-driven Approach to Business Intelligence and Data Warehousing

Handbook on Business Process Management 1

*This book constitutes the thoroughly refereed proceedings of the 6th International Conference on Subject-Oriented Business Process Management, S-BPM ONE 2014, held in Eichstätt, Germany, in April 2014. The 14 application-oriented papers selected during the peer review process and included in this volume deal with a variety of topics ranging from model elicitation over strategic alignment to the application of S-BPM in different domains like software effort estimation, production planning and education.*

*S-BPM ONE - Application Studies and Work in Progress*

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

*Digital Innovation and Business Transformation in Practice*

*Strategy Execution in a Digital World*

*Asia Pacific Business Process Management*

*Lean Culture in Higher Education*

*Emerging Trends in Information Systems*