# The Power Of Business Process Improvement 10 Simple Steps Increase Effectiveness Efficiency And Adaptability

*Looking for efficiency gains in your business? If you're a business analyst, this practical guide will show you how to design effective business process management (BPM) applications. Every business uses business processes—these everyday tasks help you gain and retain customers, stay profitable, and keep your operations infrastructure functioning. BPM specialists Christine McKinty and Antoine Mottier show you step-by-step how to turn a simple business procedure into an automated, process-based application. Using hands-on examples, you'll quickly learn how to create an online process that's easy to use. Each chapter builds on earlier material. You don't have to have any programming experience to design business processes—and if you have skills in designing workflows and understanding human interactions with processes, you already have a headstart. Through the course of this book, you will: Build a prototype of an application page Create the most frequent use flow in a process, and define the data model Generate real process forms and produce the first version of the application Connect your application to external information*

*systems, and then build and test the complete application*
*"The first half of the book presents an overall business process improvement model, with the ensuing chapters dealing with topics of understanding and modeling your current business processes, using performance measurement in improvement work, creating a business process improvement road map, and organizing for improvement work. The second half of the book presents the overall toolbox, followed by one chapter for each phase of the overall improvement model. For each of these phases, a selection of suitable tools is presented with background, steps for how to use them, and an example of their use. The final two chapters contain two more extensive case studies illustrating the use of the full methodology.*
*This IBM® Redbooks® publication explains how to combine business process management (BPM) and Enterprise Architecture (EA) for better business outcomes. This book provides a unique synergistic approach to BPM and EA, based on a firm understanding of the life cycles of the enterprise and the establishment of appropriate collaboration and governance processes. When carried out together, BPM provides the business context, understanding, and metrics, and EA provides the*

*discipline to translate business vision and strategy into architectural change. Both are needed for sustainable continuous improvement. This book provides thought leadership and direction on the topic of BPM and EA synergies. Although technical in nature, it is not a typical IBM Redbooks publication. The book provides guidance and direction on how to collaborate effectively across tribal boundaries rather than technical details about IBM software products. The primary audience for this book is leaders and architects who need to understand how to effectively combine BPM and EA to drive, as a key differentiator, continuous improvement and transformational change with enterprise scope.*

*Lean Process Creation teaches the specific frames—the 6CON model—to look through to properly design any new process while optimizing the value-creating resources. The framing is applicable to create any process that involves people, technology, or equipment—whether the application is in manufacturing, healthcare, services, retail, or other industries. If you have a process, this approach will help. The result is 30% to 50% improvement in first-time quality, customer lead time, capital efficiency, labor productivity, and floorspace that could add up to millions of dollars saved per year. More important, it will increase both employee and*

*customer satisfaction. The book details a case study from a manufacturing standpoint, starting with a tangible example to reinforce the 6CON model. This is the first book written from this viewpoint—connecting a realistic transformation with the detailed technical challenges, as well as the engagement of the stakeholders, each with their own bias. Key points and must-do actions are sprinkled throughout the case study to reinforce learning from the specific to the general. In this study, an empowered working team is charged with developing a new production line for a critical new product. As the story unfolds, they create an improved process that saves $5.6 million (10x payback on upfront resource investment) over the short life cycle of the product, as well as other measurable benefits in quality, ergonomics, and delivery. To an even greater benefit, they establish a new way of working that can be applied to all future process creation activities. Some organizations have tried their version of Lean process design following a formula or cookie-cutter approach. But true Lean process design goes well beyond forcing concepts and slogans into every situation. It is purposeful, scientific, and adaptable because every situation starts with a unique current state. In addition, Lean process design must include both the technical and social aspects, as they are*

*essential to sustaining and improving any system. Observing the recurring problem of reworking processes that were newly launched brought the authors to the conclusion that a practical book focused on introducing the critical frames of Lean process creation was needed. This book enables readers to consider the details within each frame that must be addressed to create a Lean process. No slogans, no absolutes. Real thinking is required. This type of thinking is best learned from an example, so the authors provide this case study to demonstrate the thinking that should be applied to any process. High volume or low, simple or complex mix, manufacturing or service/transactional—the framing and thinking works. Along with the thinking, readers are enabled to derive their own future states. This is demonstrated in the story that surrounds the case study.*
*Gaining the E-Business Competitive Advantage*
*Scaling BPM Adoption: From Project to Program with IBM Business Process Manager*
*A Story of Innovative Lean Process Development*
*Body of Knowledge from Process Modeling to BPM*
*Process Improvement Essentials*
*Fundamentals of Business Process Management*

IBM® Business Process Manager (IBM BPM) is a comprehensive business process management (BPM) suite that provides visibility and management of your business processes. IBM BPM supports the whole BPM lifecycle approach: Discover and document Plan Implement Deploy Manage Optimize Process owners and business owners can use this solution to engage directly in the improvement of their business processes. IBM BPM excels in integrating role-based process design, and provides a social BPM experience. It enables asset sharing and creating versions through its Process Center. The Process Center acts as a unified repository, making it possible to manage changes to the business processes with confidence. IBM BPM supports a wide range of standards for process modeling and exchange. Built-in analytics and search capabilities help to further improve and optimize the business processes. This IBM Redbooks® publication provides valuable information for project teams and business people that are involved in projects using IBM BPM. It describes the important design decisions that you face as a team. These decisions invariably have an effect on the success of your project. These decisions range from the more business-centric

decisions, such as which should be your first process, to the more technical decisions, such as solution analysis and architectural considerations.

A business organization, like a human body, is only as effective as its various processes. Pretty obvious, right? Yet, as V. Daniel Hunt demonstrates in this groundbreaking book, the failure to appreciate this obvious fact is the reason most reengineering schemes fail. Managers whose job it is to improve company performance, like physicians who work to improve patient health, must develop a clear picture of how each process fits into the overall organizational structure; how it ought to function; and how well it is performing at any given moment; before they can form a diagnosis or devise a treatment strategy. Fortunately, a powerful new analytical tool that has emerged in recent years helps you to do all of that and much more. Developed at General Electric, process mapping has been implemented in companies around the globe, and the results have been simply astonishing. Now find out how to make this breakthrough reengineering technology work for your organization in Process Mapping. The first and only hands-on guide of its

kind, Process Mapping arms you with a full complement of state-of-the-art tools and techniques for assessing existing business processes and developing a detailed road map for ongoing change and improvement. Internationally known management consultant and bestselling author V. Daniel Hunt guides you step-by-step through the entire process. He helps you assess the need for process reengineering in your organization and determine whether or not a process map is what you need. He shows you how to create a process mapping team and helps you select the best-buy process mapping tools for the job. He explains how to gather vital information about your business processes via focused interviews and other interview techniques, and how to use this data in implementing process mapping. He also offers expert advice on how to apply your process map to significantly improve business functions and bottom-line performance. Hunt draws upon the experiences of companies around the world whose process mapping success stories will be a source of inspiration and instruction. You'll find out just how process mapping was put to use--and the results it achieved--at General Electric, IBM, NASA, Tandy Electronics, Shawmut National Bank, Fluor Daniel,

Exxon, and other leading product and service firms. Find out all about today's most important new management tool and how to put it to work for continuous improvement in your organization in Process Mapping. The first and only hands-on guide to a powerful new process mapping tool The most important new process improvement tool to come along in more than a decade, process mapping enables managers to easily identify and assess the various business processes that make up their organizations and to develop a road map for continued performance improvement. Now find out how to make this breakthrough management tool work in your organization by applying Process Mapping. V. Daniel Hunt, the bestselling author of Reengineering, Quality in America, and The Survival Factor, guides you step-by-step through the entire process. He gives you all the proven process mapping tools and techniques you need to: * Assess the need for process improvement in your company * Decide if process mapping is right for you * Create a process mapping team * Select the best process mapping software tools for the job * Collect vital information about business processes * Use the data to build your own process map * Use your process map to significantly

improve bottom-line business performance Hunt also provides detailed case studies of product and service companies around the globe that have discovered the value of process mapping. You'll find out how General Electric, IBM, NASA, Tandy Electronics, Shawmut National Bank, Fluor Daniel, Exxon, and other leading companies achieved stunning results when they made process mapping part of their business improvement efforts. 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.

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 Process Mapping

Subject-Oriented Business Process Management

Process Mapping

The Complete Business Process Handbook

The Power of Business Process Improvement

Occupational Outlook Handbook

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.

Due to growing concern about the competitiveness of industry in the international marketplace and the efficiency ofgovernment enterprises, widespread initiatives are currently underway to enhance thecompetitive posture offirms and to streamline government operations. Nearly all enterprises are engaged in assessing ways in which their productivity, product quality and operations can be improved. These efforts canbe described as Business Process Engineering (BPE). BPE had its roots in industry under differing titIes: Process Improvement, Process Simplification, Process Innovation, Reengineering, etc. It has matured to be an important ingredient of successful enterprises in the private and public sectors. After extensive exploitation by industrial and governmental practitioners and consultants, it is attracting increasing attention from academics in the fields of engineering and business. However, even with all of this attention in the popular literature, serious scholarly literature on BPE is in short supply. TItis is somewhat surprising, especially since so many large international organizations have attempted BPE projectswith varied success.

Business Process Change, 3rd Edition provides a balanced view of the field of

business process change. Bestselling author Paul Harmon offers concepts, methods, cases for all aspects and phases of successful business process improvement. Updated and added for this edition is new material on the development of business models and business process architecture development, on integrating decision management models and business rules, on service processes and on dynamic case management, and on integrating various approaches in a broad business process management approach. New to this edition: How to develop business models and business process architecture How to integrate decision management models and business rules New material on service processes and on dynamic case management Learn to integrate various approaches in a broad business process management approach Extensive revision and update addresses Business Process Management Systems, and the integration of process redesign and Six Sigma Learn how all the different process elements fit together in this best first book on business process, now completely updated Tailor the presented methodology, which is based on best practices, to your organization's specific needs Understand the human aspects of process redesign Benefit from all new detailed case studies showing how these methods are implemented 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.

CMMI, Six Sigma, and ISO 9001

Process Mapping and Management

Introduction, Methods, and Information Systems

Handbook on Business Process Management 1

Business Process Improvement Workbook: Documentation, Analysis, Design, and Management of Business Process Improvement

Strategy Execution in a Digital World

*Businesses need to adapt constantly, but are often held back by static IT systems. The 'Riva approach to Business Process Management' is a way of analysing the mass of concurrent, collaborative activity that goes on in an organisation, providing a solid basis for developing flexible IT systems that support a business.*

*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 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 contains further information and additional teaching material.*

*This book prepares readers to master an IT and managerial discipline quickly gaining momentum in organizations of all sizes - Business Process Management (BPM). It describes how BPM treats processes as a portfolio of strategic assets that create and deliver customer and shareholder value and adapt, when necessary, enabling competitive advantage thr*

*If you are baffled by why your company makes the same errors, would like to focus your employees' limited time on more valuable work, struggle to resolve an issue you know little about, or make sense of overwhelming new responsibilities-the answer to all of these common challenges, and many more, is business process improvement (BPI). The Power of Business Process Improvement: The Workbook complements the author's popular book, The*

*Power of Business Process Improvement, published by the American Management Association (AMA). In The Workbook, Susan Page offers a streamlined approach to BPI by providing the templates and tools necessary to help you quickly move through the proven 10-step formula leading your business to become more effective, efficient, and adaptable. Arranged in a results-oriented progression, use The Workbook individually or in a group setting to identify and prioritize the processes that need fixing, eliminate redundancy and bureaucracy, control costs, reduce errors, delight customers, and give your organization an edge on continuous improvement.*

*The Power of Process*

*High Performance Through Business Process Management*

*Business Process Engineering*

*More for Less*

*Reengineering Health Care*

*The Power of Business Process Improvement, 2nd Edition*

**Today, technology has become too much a part of overall corporate success for its effectiveness to be left to chance. The stakes are too high. Fortunately, the idea of 'quality management' is being reinvigorated. In the last decade process programs have become more and more prevalent. And, out of all the available options, three have moved to the top of the chain. These three are: The 9001:2000 Quality Management Standard from the International Standards**

**Organization; The Capability Maturity Model Integration from the Software Engineering Institute; and Six Sigma, a methodology for improvement shaped by companies such as Motorola, Honeywell, and General Electric. These recognized and proven quality programs are rising in popularity as more technology managers are looking for ways to help remove degrees of risk and uncertainty from their business equations, and to introduce methods of predictability that better ensure success. Process Improvement Essentials combines the foundation needed to understand process improvement theory with the best practices to help individuals implement process improvement initiatives in their organization. The three leading programs: ISO 9001:2000, CMMI, and Six Sigma--amidst the buzz and hype--tend to get lumped together under a common label. This book delivers a combined guide to all three programs, compares their applicability, and then sets the foundation for further exploration. It's a one-stop-shop designed to give you a working orientation to what the field is all about.**

**Too few standard procedures within an organization and inefficiency will inevitably ensue. But too many, and creativity is stifled. This**

**catch-22 is enough to make heads spin! How does one settle on the perfect mix that will streamline activities and create smooth workflows?Successful Business Process Management has done all the homework for you and provides a succinct, accessible overview on the training and tools available for process improvement that fills that gap of being not too rigid nor too blasé. Step-by-step instructions explain how to:• Overcome resistance and apathy to standard procedures • Take a systematic rather than ad hoc approach to process management • Design key processes and capture them in documented procedures • Revise existing processes when feasible • Roll out the changes so people know what to do • Embed them in the organization for reliable outcomesWith the increasingly complex organizations of the twenty-first century, it is vital that companies have standard, documented processes and procedures in order to achieve high levels of quality and productivity--yet they can't afford to dampen the innovativeness that got them on the map in the first place. In Successful Business Process Management learn how to get it just right.**
**The Power of Business Process Improvement10 Simple Steps to**

**Increase Effectiveness, Efficiency, and AdaptabilityAMACOM**
**This book is best suited to those business leaders who have a burning desire to win. It's a book with a compelling message about the resurgence of business process thinking for competitive advantage. In an easy-to-read format, the book outlines why and how thoughtful CEO?s and leadership teams can manage enterprise business processes as the means to transform their good companies into great ones.Spanyi's book is a must read for business leaders searching for ways to manage the business in a more integrated manner by applying 21st century BPM techniques, thinking and technologies. Business process thinking is the prerequisite for executives to take advantage of powerful new BPM technologies. The book is, however, less about tools, templates and technologies and more about the set of values, beliefs and business practices needed to navigate through challenging economic times. Indeed, that?s why Spanyi says BPM is a team sport--Play it to Win! And to win, leaders must manage the cross-functional teams throughout the organization who must work collaboratively to create enduring value for customers and shareholders.Much of what has been written on BPM is mechanistic**

**and technical. Several of the works are long and tough to digest, and the links to strategy, organization design, people issues and technology are lost in the details. In a fast-paced and engaging manner, Spanyi describes how BPM can provide a robust framework enabling an organization to achieve strategic focus, organizational alignment and operating discipline.Spanyi proposes that organizations need to consciously work on transforming the mental models of the executive team from the traditional functional paradigm to a customer-driven model that is based on business process thinking. The book provides insight into why change initiatives like reengineering, continuous improvement and Six Sigma, when implemented piecemeal, are not nearly enough to achieve dominance in today's turbulent business environment. BPM is needed to provide the context for both change initiatives and the application of emerging technology, so that change programs can be deeply and fully integrated across the organization.The book is written such that the initial reading can be done in less than the time it takes to fly from Dallas to Boston or from Toronto to Miami. A quick read can acquaint the reader with the essential concepts. Readers can then**

**consume the book more carefully a second time, and combine its reading assignments to gain a more complete background and understanding of this vital subject (all the readings can be acquired through the book?s Web site).**

**A Process-Based Guide for Beginners**

**A Rigorous Approach**

**Boost your business productivity using effective workflow automation techniques**

**Play it to Win!**

**Successful Business Process Management**

**Business Process Management**

*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.*

*A companion to Business Process Improvement, which revealed the authors methods for improving business performance. The workbook provides the guidelines, strategies, charts, forms, lists,*

*macros for PC use, overviews, and diagrams needed to implement those methods, which have helped companies like IBM, Boeing, and Corning Glass, realize improvements in productivity. Annotation copyrighted by Book News, Inc., Portland, OR This IBM® Redbooks® publication provides performance tuning tips and best practices for IBM Business Process Manager (IBM BPM) V8.5.5 (all editions) and IBM Business Monitor V8.5.5. These products represent an integrated development and runtime environment based on a key set of service-oriented architecture (SOA) and business process management (BPM) technologies. Such technologies include Service Component Architecture (SCA), Service Data Object (SDO), Business Process Execution Language (BPEL) for web services, and Business Processing Modeling Notation (BPMN). Both IBM Business Process Manager and Business Monitor build on the core capabilities of the IBM WebSphere® Application Server infrastructure. As a result, Business Process Manager solutions benefit from tuning, configuration, and best practices information for WebSphere Application Server and the corresponding platform Java virtual machines (JVMs). This book targets a wide variety of groups, both within IBM (development,*

*services, technical sales, and others) and customers. For customers who are either considering or are in the early stages of implementing a solution incorporating Business Process Manager and Business Monitor, this document proves a useful reference. The book is useful both in terms of best practices during application development and deployment and as a reference for setup, tuning, and configuration information. This book talks about many issues that can influence performance of each product and can serve as a guide for making rational first choices in terms of configuration and performance settings. Similarly, customers who already implemented a solution with these products can use the information presented here to gain insight into how their overall integrated solution performance can be improved.*

*Are you baffled by how your department can keep making the same mistakes? Do you feel you have been climbing an unending, uphill battle trying to focus your employees' limited time on more valuable work? You're not alone! In fact, these obstacles are so common in business that the solution to getting past them even has a name--business process improvement (BPI).Thankfully,*

*though, you don't have to be a BPI expert in order to resolve these situations and find the results your business needs to find success again. Written by an experienced process analyst, The Power of Business Process Improvement is the resource you need to find a simple, bottom-line approach to process improvement work. By implementing its proven 10-step method, you will be able to:• Eliminate duplication and bureaucracy• Control costs• Establish internal controls to reduce human error• Test and rework the process before introducing it• Implement the changesWhether you are new to BPI or a seasoned pro, this user-friendly how-to guide--complete with software suggestions, quizzes, a comparison of industry improvement methods, and examples to help you apply the ideas--is your solution to turning your business into the well-oiled machine you know it can be.*

*Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity, and Competitiveness*
*Business Process Management Design Guide: Using IBM Business Process Manager*
*The Power of Process Management*

*What You Need to Know to Get Results*
*IBM Business Process Manager V8.5 Performance Tuning and Best Practices*
*Business Process Improvement Toolbox*

Baffled by repeated mistakes in your department? Want to focus your employees' limited time more valuable work? The answer to these challenges and more is business process improveme (BPI). Every process in every organization can be made more effective, cost-efficient, and adaptable to changing business needs. The good news is you don't need to be a BPM expert t great results. Written by an experienced process analyst, this how-to guide presents a simple bottom-line approach to process improvement work. With its proven 1O-step method you can Identify and prioritize the processes that need fixing * Eliminate duplication and bureaucracy * Control costs * Establish internal controls to reduce human error * Test and rework the proc before introducing it * Implement the changes Now in its second edition, The Power of Busine Process Improvement is even more user-friendly with new software suggestions, quizzes, a comparison of industry improvement methods, and examples to help you apply the ideas. Whe you are new to BPI or a seasoned pro, you will have business running better in no time. Baffled by repeated mistakes in your department? Want to focus your employees' limited time more valuable work? The answer to these challenges and more is business process improveme (BPI). Every process in every organization can be made more effective, cost-efficient, and adaptable to changing business needs. The good news is you don't need to be a BPM expert t great results. Written by an experienced process analyst, this how-to guide presents a simple

bottom-line approach to process improvement work. With its proven 10-step method you can Identify and prioritize the processes that need fixing Eliminate duplication and bureaucracy Control costs Establish internal controls to reduce human error Test and rework the process before introducing it Implement the changes Now in its second edition, The Power of Business Process Improvement is even more user-friendly with new software suggestions, quizzes, a comparison of industry improvement methods, and examples to help you apply the ideas. Whe you are new to BPI or a seasoned pro, you will have business running better in no time. With future competitive landscape shifting from competition between companies themselves trading partner networks, understanding and mastering process design and change is becomi more critical than ever. In order to succeed, companies are starting to weave their key busine processes into hard-to-imitate strategic capabilities that distinguish them from their competi Supply Chain Networks and Business Process Orientation: Advanced Strategies and Best Practices will help you "connect the dots" by offering insights on how to achieve greater integration within your supply chain networks and realize the performance possible with toda interaction economics. Based on exhaustive research of supply chains and newly successful networked corporations in the US and Europe, the authors demonstrate how your company c be successful in building an effective supply chain network. Prescriptive benchmarking models illustrate proven strategies, tactics, and methods for achieving a superior level of supply chai performance.
This textbook provides organisational leadership with an understanding of business process management and its benefits to an organisation. It provides a practical framework, complete a set of tools and techniques, to successfully implement business process management proje

The Workbook
Business Process Change
1O Simple Steps to Increase Effectiveness, Efficiency, and Adaptability
Designing Efficient BPM Applications
Supply Chain Networks and Business Process Orientation
Concepts, Languages, Architectures

There is only one boss. The customer. And he can fire everybody in the company from the chairman on down, simply by spending his money somewhere else. —Sam Walton What do your customers really want? "More for less," of course! They want more value, more service, more consistent delivery, more accuracy, and ever more responsiveness.They want less hassle, less bureaucracy, less sales pressure -- and, they want to pay "less" for this "more." Unless you can provide your customers with "more for less," you can be assured they will find someone else who can, and sooner rather than later. There's no magic to providing more for less, but it requires a management mindset that's different from the norm--and that's precisely what this book is about. The findings in the 2004-2005 Mindset Study, based on exclusive interviews with frontline executives, went into the making of this book. With clarity and insight, Spanyi has penned the definitive guide for business leaders who are determined to deliver more for less to their customers and shareholders.

America is in trouble, there is no doubt about it. Here is perhaps the best proof: We are now experiencing the first generation in our history in which children will reach adulthood in a poorer economic climate than thatenjoyed by their parents.

Activities performed in organizations are coordinated via communication between the people involved. The sentences used to communicate are naturally structured by subject, verb, and object. The subject describes the actor, the verb the action and the object what is affected by the action. Subject-oriented Business Process Management (S-BPM) as presented in this book is based on this simple structure which enables process-oriented thinking and process modeling. S-BPM puts the subject of a process at the center of attention and thus deals with business processes and their organizational environment from a new perspective, meeting organizational requirements in a much better way than traditional approaches. Subjects represent agents of an action in a process, which can be either technical or human (e.g. a thread in an IT system or a clerk). A process structures the actions of each subject and coordinates the required communication among the subjects. S-BPM provides a coherent procedural framework to model and analyze business processes: its focus is the cooperation of all stakeholders involved in the strategic, tactical, and operational issues, sharing

their knowledge in a networked structure. The authors illustrate how each modeling activity through the whole development lifecycle can be supported through the use of appropriate software tools. The presentation style focuses on professionals in industry, and on students specializing in process management or organizational modeling. Each chapter begins with a summary of key findings and is full of examples, hints, and possible pitfalls. An interpreter model, a toolbox, and a glossary summarizing the main terms complete the book. The web site www.i2pm.net provides additional software tools and further material.

Whether you are looking for a way to create efficiencies, analyze the work that is being done, or provide better customer service or innovation, you are ultimately looking for a tool to better understand processes. This book discusses the complete cycle of business process mapping and links business objectives, risks and measures of success to the processes being mapped.

Business Process Management is a Team Sport
How to Reengineer Your Business Processes
Techniques for Improving Execution, Adaptability, and Consistency
BPM - Driving Innovation in a Digital World
Advancing the State of the Art
Automate It with Zapier

Organizations are being urged to experiment with new structures and processes. A 'process perspective' on organizing is emerging as a major challenge to 'functional' principles of organizing established during the last century. Business process reengineering is one exemplar of process thinking that has received great attention amongst organizational theorists and practitioners. This in-depth account of business process reengineering within a major NHS hospital is an important contribution to the very limited stock of empirical knowledge about new organizational forms, especially in the public sector. The book combines empirical data gathered through an intensive, comparative case study method with strategic choice and neo-institutional theories to analyse the changing context of public organizations, importation of models of organizing from private to public organizations, and dynamics of public sector transformation. The outcomes of the change programme add to our more general organizational knowledge about (a) the impact of corporate change programmes, particularly in professionalized and public sector settings, (b) impediments and enablers of lateral organizing structures and processes, and (c) contradictions within the New Public Management between functional and process principles for organizing.

Build easy and accessible solutions for automating mundane processes in marketing, sales, operations, and finance to enable teams to focus on core tasks Key FeaturesLearn Zapier and find solutions to specific problems with this comprehensive yet concise guideExplore various scenarios describing specific business problems and how they can be solved with ZapierDiscover expert tips and practical examples to harness the full potential of ZapierBook Description Zapier is an emerging no-code workflow automation technology that enables organizations to connect their cloud-based and web applications and automate data transfer between them. Zapier's built-in features and flexibility allow users to integrate thousands of business applications and create simple to complex automation to reduce

time spent on repetitive tasks, thereby increasing productivity. This book is a must-have for business owners, their employees, and independent freelancers and contractors looking to use Zapier for business process automation. The book takes a hands-on approach to implementation and associated problem-solving methodologies that will have you up-and-running and productive in no time while leveling up your automation skills. You'll discover how to plan your automation building for optimal results, what are the native features available in Zapier, and the applications that connect with it, as well as how to optimally configure your workflows to automate your processes in as few steps as possible. Finally, you'll find out how to create advanced workflow automation from scratch and learn how to troubleshoot issues. By the end of this Zapier book, you'll be able to build your own advanced workflow automation using Zapier, addressing the key pain points encountered in businesses with manual and repetitive tasks. What you will learnThink creatively to plan your business workflows to overcome specific business problemsGet to grips with the native features and built-in applications available in ZapierExplore different types of third-party business applications that integrate with ZapierConfigure your workflows optimally to automate business processes and minimize task usageUse Zapier's library of pre-built workflows and create advanced workflows from scratchDiscover the extensive functionality and practical uses of Zapier's built-in appsWho this book is for This book is for solutions architects, process consultants, business analysts, virtual assistants, digital marketers, CRM consultants, online business managers, technical consultants, bookkeepers, and accountants who want to deploy effective automation techniques in Zapier. This book will help micro, small, or medium-sized businesses to increase their productivity using workflow automation with Zapier, as well as freelancers and contractors providing digital process improvement, systemizing, and automation services. No prior experience with business process automation or Zapier is required.

Process Mapping & Management is a 10-chapter book comprised of three sections: Process mapping mechanics, process improvement analysis, and process redesign and justification. Written for executives and graduate students the text offers practical techniques for simplifying and improving business processes that are immediately actionable. The improvement analysis is based on lean six sigma techniques and discusses leaning for the removal of process waste, cleaning for improving the remaining steps, and greening for evaluating methods that either automate or off-load work. A call-center case study runs through the book to illustrate many of the techniques.

This book shows how business process management (BPM), as a management discipline at the intersection of IT and Business, can help organizations to master digital innovations and transformations. At the same time, it discusses how BPM needs to be further developed to successfully act as a driver for innovation in a digital world. In recent decades, BPM has proven extremely successful in managing both continuous and radical improvements in many sectors and business areas. While the digital age brings tremendous new opportunities, it also brings the specific challenge of correctly positioning and scoping BPM in organizations. This book shows how to leverage BPM to drive business innovation in the digital age. It brings together the views of the world's leading experts on BPM and also presents a number of practical cases. It addresses mangers as well as academics who share an interest in digital innovation and business process management. The book covers topics such as BPM and big data, BPM and the Internet of Things, and BPM and social media. While these technological and methodological aspects are key to BPM, process experts are also aware that further nontechnical organizational capabilities are required for successful innovation. The ideas presented in this book have helped us a lot while implementing process innovations in our global Logistics Service Center. Joachim Gantner, Director IT Services, Swarovski AG Managing Processes – everyone talks about it, very few

really know how to make it work in today's agile and competitive world. It is good to see so many leading experts taking on the challenge in this book. Cornelius Clauser, Chief Process Officer, SAP SE This book provides worthwhile readings on new developments in advanced process analytics and process modelling including practical applications – food for thought how to succeed in the digital age. Ralf Diekmann, Head of Business Excellence, Hilti AG This book is as an important step towards process innovation systems. I very much like to congratulate the editors and authors for presenting such an impressive scope of ideas for how to address the challenging, but very rewarding marriage of BPM and innovation. Professor Michael Rosemann, Queensland University of Technology

Management by Process

Strategy and Business Process Management

Advanced Strategies and Best Practices

The Ultimate Guide to Business Process Management

A Roadmap to Sustainable Business Process Management

The Complexities of Organizational Transformation

*Your first Business Process Management (BPM) project is a crucial first step on your BPM journey. It is important to begin this journey with a philosophy of change that allows you to avoid common pitfalls that lead to failed BPM projects, and ultimately, poor BPM adoption. This IBM® Redbooks® publication describes the methodology and best practices that lead to a successful project and how to use that success to scale to enterprise-wide BPM adoption. This updated edition contains a new chapter on planning a BPM project. The intended*

*audience for this book includes all people who participate in the discovery, planning, delivery, deployment, and continuous improvement activities for a business process. These roles include process owners, process participants, subject matter experts (SMEs) from the operational business, and technologists responsible for delivery, including BPM analysts, BPM solution architects, BPM administrators, and BPM developers.*

*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*

*Business Process Orientation: Gaining the E-Business Competitive Advantage provides the "why" and the "how" for building the*

*"horizontal" organization – an essential component of the "e" in e-commerce and business. This book shows you how to weave your business processes into hard-to-imitate strategic capabilities that distinguish you from your competition. The book explores the impact that well-defined and carefully integrated processes have on organizational performance. Using the results of extensive research conducted among consumer, business-to-business, and services-based companies, the authors demonstrate that adopting a business process orientation (BPO) has a positive impact on the organizational culture and business performance. The resulting process oriented e-corporation is now positioned as a necessity not only to thrive but also to survive. The old ways of conducting business are out: pushing costs and compromising quality in order to achieve the lowest possible price. The emerging paradigm focuses on the core processes. The hallmarks of a great business still include high customer relevance, internally consistent decisions about scope and value chain activities performed, value capture mechanisms, a source of differentiation and strategic control, a sound operational system, and carefully designed processes. Business Process Orientation: Gaining the E-Business Competitive Advantage shows you how to balance your functional and horizontal orientation to create and maintain a healthy organization. Everything You Need to Know and How to Apply It to Your Organization*

*Business Process Orientation*
*Combining Business Process Management and Enterprise Architecture for Better Business Outcomes*

*Improving Customer Satisfaction*