

Maturity Assessment For Business Process Improvement

A second edition provides tools for organizations to measure their maturity against a comprehensive set of best practices, providing updated coverage of current PMI standards, guidelines for promoting smoother transitions and strategies for eliminating redundancy.

This book constitutes the proceedings of two events held at the CAiSE conference and relating to the areas of enterprise, business process and information systems modeling: The 20th International Conference on Business Process Modeling, Development and Support, BPMDS 2019, and the 24th International Conference on Evaluation and Modeling Methods for Systems Analysis and Development, EMMSAD 2019. The conferences took place in Rome, Italy, in June 2019. The 7 full and 2 short papers accepted for BPMDS were carefully reviewed and selected from a total of 20 submissions; for EMMSAD 15 full papers were accepted from 38 submissions. The papers were organized in topical sections named as follows: BPMDS: large and complex business process modeling and development; execution and understandability of declarative process models; novel approaches in enterprise modeling; transformative business process modeling, development, and support. EMMSAD: foundations of modeling and method engineering; enterprise process and capability modeling; information systems and requirements modeling; domain-specific and ontology modeling; and evaluation of modeling approaches.

Organisations face many challenges, which induce them to perform better, and thus to establish mature (or excellent) business processes. As they now face globalisation, higher competitiveness, demanding customers, growing IT possibilities, compliancy rules etc., business process maturity models (BPMMs) have been introduced to help organisations gradually assess and improve their business processes (e.g. CMMI or OMG-BPMM). In fact, there are now so many BPMMs to choose from that organisations risk selecting one that does not fit their needs or one of substandard quality. This book presents a study that distinguishes process management from process orientation so as to arrive at a common understanding. It also includes a classification study to identify the capability areas and maturity types of 69 existing BPMMs, in order to strengthen the basis of available BPMMs. Lastly it presents a selection study to identify criteria for choosing one BPMM from the broad selection, which produced a free online selection tool, BPMM Smart-Selector.

The three volumes IFIP AICT 438, 439, and 440 constitute the refereed proceedings of the International IFIP WG 5.7 Conference on Advances in Production Management Systems, APMS 2014, held in Ajaccio, France, in September 2014. The 233 revised full papers were carefully reviewed and selected from 271 submissions. They are organized in 6 parts: knowledge discovery and sharing; knowledge-based planning and scheduling; knowledge-based sustainability; knowledge-based services; knowledge-based performance improvement, and case studies.

Information technologies have evolved to an enabling science for natural resource management and conservation, environmental engineering, scientific simulation and integrated assessment studies. Computing plays a significant role in the every day practices of environmental engineers, natural scientists, economists, and social scientists. The complexity of natural phenomena requires interdisciplinary approaches, where computing science offers the infrastructure for environmental data collection and management, scientific simulations, decision support, documentation and reporting. Ecology, environmental engineering and natural resource management comprise an excellent real-world testbed for IT system demonstration, while presenting new challenges for computer science. Complexity, uncertainty and scaling issues of natural systems constitute a demanding application domain for modelling, simulation and scientific workflows, data management and reporting, decision support and intelligent systems, distributed computing environments, geographical information systems, heterogeneous systems integration, software engineering, accounting systems, control systems, as well as sustainable manufacturing and reverse logistics. This book offers a collection of papers presented at the 6th International Conference on Environmental Engineering, held in July 2013, in Lüneburg, Germany. Recent success stories in ecoinformatics, promising ideas and new challenges are discussed among computer scientists, environmental engineers, industrial engineers, economists and social scientists, demonstrating new paradigms for problem solving and decision making.

Nowadays, an organization is expected to be not only effective and efficient, as it was formerly. Now, in addition, it should be able to adapt to the frequent changes driven by globalization, let us say, be agile. This business agility has become more important in these times of globalization. The organization that best respond to the fast-changing market, which is becoming increasingly frequent, will have better competitive advantages than those that fail to sustain the pace imposed by globalization. What are the tools that organizations are using to better achieving agility, effectiveness, and efficiency? The answer is more control and efficiency with the ability to manage change in their business processes, because these can create value for customers. BPM is an integrative discipline that comprises management disciplines and techniques. It involves the business layers and technology, including also management through processes, as an integrated whole. The structure of this book consists of two parts. «Part I, Fundamentals of BPM» describe the state of the art of the major BPM theoretical concepts. «Part II, Implementation for BPM» is dedicated to presenting the concepts of implementation, developed largely by the author. This second part considers the technological support in each of the BPM layers. The author shows how to implement the core principles of the discipline, which differs itself from traditional management. This book is for all professionals, whether they perform in the public, private or non-profits sectors who require or want to learn more about this process management discipline. It is also for students and academics of the industrial and computer sciences, and to all the business and administration Schools.

Advances in Information Technology Research and Application / 2012 Edition is a ScholarlyEditions™ eBook that delivers timely, authoritative, and comprehensive information about Information Technology. The editors have built Advances in Information Technology Research and Application / 2012 Edition on the vast information databases of ScholarlyNews.™ You can expect the information about Information Technology in this eBook to be deeper than what you can access anywhere else, as well as consistently reliable, authoritative, informed, and relevant. The content of Advances in Information Technology Research and Application / 2012 Edition has been produced by the world's leading scientists, engineers, analysts, research institutions, and companies. All of the content is from peer-reviewed sources, and all of it is written, assembled, and edited by the editors at ScholarlyEditions™ and available exclusively from us. You now have a source you can cite with authority, confidence, and credibility. More information is available at <http://www.ScholarlyEditions.com/>.

Diploma Thesis from the year 2004 in the subject Computer Science - Commercial Information Technology, grade: 1.0, University Karlsruhe (TH) (AIFB & Forschungszentrum Informatik (FZI)), 83 entries in the bibliography, language: English, abstract: Business

Process Management (BPM) is a topic that is generating a level of interest in both academic and business circles. The issues and problems that are associated with implementing and gaining support for BPM within organisations are well known. BPM maturity, however, is something that organisations aspire to - but know little about. Research to date indicates that many organisations do not progress past very rudimentary levels of BPM maturity. This is likely due to BPM being seen as a complex and complicated issue. This research looks at what successful organisations see as being key to BPM and what organisations that are unsuccessful in BPM implementation consider being the issues that contributed to their failure. BPM is defined as a holistic management practice that includes the alignment of processes with the corporate strategy and especially with strategic and operational goals. Whilst the use of both methodologies and information technology, as supporting and enabling functions, is important for BPM, organisational and cultural change is identified as one of the critical success factors for BPM implementations. This research focuses on defining BPM maturity in a meaningful and measurable way. It addresses the complexity of BPM maturity by firstly defining what BPM maturity means and then developing a model that can be used to measure current levels of maturity. In addition, BPM-related benefits are identified, such as increased effectiveness, efficiency, or quality. Increased BPM maturity is characterised as being correlated with an increased probability of achieving these benefits. An increased maturity can lead to a decreased gap between objectives and a current situation. Objectives are also more likely to be

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 Business Process Management 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 these views and lead to a summary of BPM expertise that is unique in its coverage of the most critical success factors of BPM.

This book provides an integrative Business Transformation Management Methodology, the BTM2, with an emphasis on the balance between the rational aspects of transformation and the often underestimated emotional readiness of employees to absorb and accept transformation initiatives. Comprising four phases - Envision, Engage, Transform, and Optimize - the methodology integrates expertise from areas such as strategy, risk, and project management. Covering the formal and informal structures and roles needed for a successful transformation, the authors cover a wide range of theory to help understand the phenomenon of transformation. A '360-degree' view on what business transformation means and how to manage it successfully, this handbook is suitable for business executives dealing with organizational change. A range of illustrative case studies ensure this is also a valuable resource for academics interested in change and transformation management.

This book gathers the refereed proceedings of the Applied Informatics and Cybernetics in Intelligent Systems Section of the 9th Computer Science On-line Conference 2020 (CSOC 2020), held on-line in April 2020. Modern cybernetics and computer engineering in connection with intelligent systems are an essential aspect of ongoing research. This book addresses these topics, together with automation and control theory, cybernetic applications, and the latest research trends.

Process Management is a compendium for modern design of process-oriented companies. A hands-on approach introducing, realizing and continually administering process management is presented with a thoroughly critical reflection of the necessary activities regarding the state of the art of organization theory and information management. This is done by following individual stages of a process model which has already successfully proved in practice. The progress of the project is described by a continuous case study which is the process management project of a modern service company. The included recommendations are summarized in a series of checklists for each stage of the project.

This book constitutes the proceedings of the BPM Forum from the International Conference on Business Process Management, BPM 2017, held in Barcelona, Spain, September 2017. The BPM Forum hosts innovative research which has a high potential of stimulating discussions. The papers selected for the forum are expected to showcase fresh ideas from exciting and emerging topics in BPM, even if they are not yet as mature as the regular papers at the conference. The volume contains 11 full papers carefully reviewed and selected from 97 submissions. Each paper was reviewed by a team comprising of a senior PC and four regular PC members who engage in a discussion phase after the initial reviews were prepared. The authors eventually receive four review reports, and a meta-review that summarizes the reviews and the discussion. The selected papers cover topics related to process models and metrics, mining and compliance, and to other innovative ideas such as gamification, smart devices and digital innovation as far as they pertain to BPM.

Principal Contributors and Editors: Mark C. Paulk, Charles V. Weber, Bill Curtis, Mary Beth Chrissis "In every sense, the CMM represents the best thinking in the field today... this book is targeted at anyone involved in improving the software process, including members of assessment or evaluation teams, members of software engineering process groups, software managers, and software practitioners..." From the Foreword by Watts Humphrey The Capability Maturity Model for Software (CMM) is a framework that demonstrates the key elements of an effective software process. The CMM describes an evolutionary improvement path for software development from an ad hoc, immature process to a mature, disciplined process, in a path laid out in five levels. When using the CMM, software professionals in government and industry can develop and improve their ability to identify, adopt, and use sound management and technical practices for delivering quality software on schedule and at a reasonable cost. This book provides a description and technical overview of the CMM, along with guidelines for improving software process management overall. It is a sequel to Watts Humphrey's important work, *Managing the Software Process*, in that it structures the maturity framework presented in that book more formally. Features: Compares the CMM with ISO 9001 Provides an overview of ISO's SPICE project, which is developing international standards for software process improvement and capability determination Presents a case study of IBM Houston's Space Shuttle project, which is frequently referred to as being at Level 5 0201546647B04062001 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.

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.

While more and more companies are aggressively pursuing Operational Excellence by employing Six Sigma, Lean, and other continuous improvement methods, the concept has yet to be defined in a way that can be easily taught and applied, especially in industries other than manufacturing. This book fills that need. Beyond the Lean Office uses a compelling novel format to illustrate what it takes to create and sustain flow and Operational Excellence in the office. Readers learn as they follow the main character through initial attempts to correct late responses to a primary customer and the evolution to an approach based on Operational Excellence. The story illustrates the day-to-day issues that most organizations face in their pursuit of Operational Excellence. To achieve Operational Excellence, it takes more than just a strong leader with passion and drive. The key ingredient is practical knowledge that can be applied quickly and easily by following a process. This book supplies step-by-step guidance on how to move your office services from point A to point B. The practical insights and guidance presented here create a road map that can be shared with each employee to rapidly move your organization forward. All chapters also include a From the Author section that shares authoritative insights on the topic at hand. After reading this book, you will understand how to design and create self-healing flow that provides reliable, predictable output in the office and operates without the need for management intervention to deliver the services provided by the office. Instead, management focuses on the activities that grow your enterprise.

This book constitutes the contributions presented at the Blockchain Forum and the Central and Eastern Europe Forum (CEE Forum) held at the 17th International Conference on Business Process Management, BPM 2019, which took place in Vienna, Austria, in September 2019. The Blockchain Forum deals with the use of blockchain for collaborative information systems. Conceptual, technical and application-oriented contributions are pursued within the scope of this theme. The Blockchain Forum received a total of 31 submissions; 10 full and 1 short paper were accepted for publication in this book. The objective of the CEE Forum is to foster discussion for BPM academics from Central and Eastern Europe to disseminate their research, compare results and share experiences. For the CEE Forum 16 submissions were received and 6 full and 2 short papers were accepted for publication. The book also contains one invited talk in full-paper length and 6 poster papers from the CEE Forum.

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.

This book constitutes the refereed proceedings of the 7th International Conference on Business Process Management, BPM 2009, held in Ulm, Germany, in September 2009. The volume contains 19 revised full research papers carefully reviewed and selected from 116 submissions, as well as 3 invited talks. The conference has a record of attracting innovative research of the highest quality related to all aspects of BPM, including theory, frameworks, methods, techniques, architectures, standards, and empirical findings.

These Proceedings represent the work of contributors to the 13th European Conference on Management Leadership and Governance, ECMLG 2017, hosted this year by the Cass Business School, City, University of London on 11-12 December 2017. The Conference Chair is Dr Martin Rich. The conference will be opened with a keynote address by Dr Helen Rothberg from Marist College, Poughkeepsie, USA with a speech entitled Everything I Know about Leadership I Learned as a Bartender. On the second day the keynote will be delivered by Dr Amanda Goodall from City, University of London on the topic of Why we need core business experts as leaders. ECMLG is a well established platform for individuals to present their research findings, display their work in progress and discuss conceptual advances in many different branches of Management, Leadership and Governance. At the same time it provides an important opportunity for members of the community to come together with peers, share knowledge and exchange ideas. With an initial submission of 160 abstracts, after the double blind, peer review process there are 61 academic papers, 8 PhD Papers and 2 Work in Progress papers in these Conference Proceedings. These papers reflect the truly global nature of research in the area with contributions from, Australia, Austria, Belgium, Brazil, Canada, Czech Republic, Finland, Germany, Hungary, Iran, Ireland, Israel, Kazakhstan, Kenya, Lithuania, Malaysia,

Defining a set of guiding principles for data management and describing how these principles can be applied within data management functional areas; Providing a functional framework for the implementation of enterprise data management practices; including widely adopted practices, methods and techniques, functions, roles, deliverables and metrics; Establishing a common vocabulary for data management concepts and serving as the basis for best practices for data management professionals. DAMA-DMBOK2 provides data management and IT professionals, executives, knowledge workers, educators, and researchers with a framework to manage their data and mature their information infrastructure, based on these principles: Data is an asset with

unique properties; The value of data can be and should be expressed in economic terms; Managing data means managing the quality of data; It takes metadata to manage data; It takes planning to manage data; Data management is cross-functional and requires a range of skills and expertise; Data management requires an enterprise perspective; Data management must account for a range of perspectives; Data management is data lifecycle management; Different types of data have different lifecycle requirements; Managing data includes managing risks associated with data; Data management requirements must drive information technology decisions; Effective data management requires leadership commitment.

"This book aids managers in the transformation of organizations into world-class competitors through business process applications"--Provided by publisher.

Diploma Thesis from the year 2004 in the subject Computer Science - Commercial Information Technology, grade: 1.0, University Karlsruhe (TH) (AIFB & Forschungszentrum Informatik (FZI)), 83 entries in the bibliography, language: English, abstract: Business Process Management (BPM) is a topic that is generating a level of interest in both academic and business circles. The issues and problems that are associated with implementing and gaining support for BPM within organisations are well known. BPM maturity, however, is something that organisations aspire to – but know little about. Research to date indicates that many organisations do not progress past very rudimentary levels of BPM maturity. This is likely due to BPM being seen as a complex and complicated issue. This research looks at what successful organisations see as being key to BPM and what organisations that are unsuccessful in BPM implementation consider being the issues that contributed to their failure. BPM is defined as a holistic management practice that includes the alignment of processes with the corporate strategy and especially with strategic and operational goals. Whilst the use of both methodologies and information technology, as supporting and enabling functions, is important for BPM, organisational and cultural change is identified as one of the critical success factors for BPM implementations. This research focuses on defining BPM maturity in a meaningful and measurable way. It addresses the complexity of BPM maturity by firstly defining what BPM maturity means and then developing a model that can be used to measure current levels of maturity. In addition, BPM-related benefits are identified, such as increased effectiveness, efficiency, or quality. Increased BPM maturity is characterised as being correlated with an increased probability of achieving these benefits. An increased maturity can lead to a decreased gap between objectives and a current situation. Objectives are also more likely to be met due to less varying results and, therefore, greater ability to predict results. The organisation-wide deeper understanding of how the business is conducted results in work being more consistent and repeatable and as a result more effectively and efficiently. Other benefits of the model are the ability of the organisation to determine strengths and weaknesses in current applications. In doing this, the organisations see benefits in being able to expand knowledge sharing within the organisation by learning from the successes within its own self.

A Simple Mindset Tweak Will Change Your Life. After a fifteen-year nightmare operating a stagnant service business, Sam Carpenter developed a down-to-earth methodology that knocked his routine eighty-hour workweek down to a single hour—while multiplying his bottom-line income more than twenty-fold. In *Work the System*, Carpenter reveals a profound insight and the exact uncomplicated, mechanical steps he took to turn his business and life around without turning it upside down. Once you “get” this new vision, success and serenity will come quickly. You will learn to:

- Make a simple perception adjustment that will change your life forever.
- See your world as a logical collection of linear systems that you can control.
- Manage the systems that produce results in your business and your life.
- Stop fire-killing. Become a fire-control specialist!
- Maximize profit, create client loyalty, and develop enthusiastic employees who respect you.
- Identify insidious “errors of omission.”
- Maximize your biological and mechanical “prime time” so that you are working at optimum efficiency.
- Design the life you want—and then, in the real world, quickly create it!

You can keep doing what you have always done, and continue getting mediocre, unsatisfactory results. Or you can find the peace and freedom you’ve always wanted by transforming your business or corporate department into a finely tuned machine that runs on autopilot!

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 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 constitutes revised papers from the eleven International Workshops held at the 15th International Conference on Business Process Management, BPM 2017, in Barcelona, Spain, in September 2017: BPAI 2017 – 1st International Workshop on Business Process Innovation with Artificial Intelligence; BPI 2017 – 13th International Workshop on Business Process Intelligence; BP-Meet-IoT 2017 – 1st International Workshop on Ubiquitous Business Processes Meeting Internet-of-Things; BPMS2 2017 – 10th Workshop on Social and Human Aspects of Business Process Management; ? CBPM 2017 – 1st International Workshop on Cognitive Business Process Management; CCABPM 2017 – 1st International Workshop on Cross-cutting Aspects of Business Process Modeling; DeHMiMoP 2017 – 5th International Workshop on Declarative/Decision/Hybrid Mining & Modeling for Business Processes; QD-PA 2017 – 1st International Workshop on Quality Data for Process Analytics; REBPM 2017 – 3rd International Workshop on Interrelations between Requirements Engineering and Business Process Management; SPBP 2017 – 1st Workshop on Security and Privacy-enhanced Business Process Management; TAProViz-PQ-IWPE 2017 – Joint International BPM 2017 Workshops on Theory and Application of Visualizations and Human-centric Aspects in Processes (TAProViz'17), Process Querying (PQ'17) and Process Engineering (IWPE17). The 44 full and 11 short papers presented in this volume were carefully reviewed and selected from 99 submissions.

Business organizations, both public and private, are constantly challenged to innovate and generate real value. CIOs are uniquely well-positioned to seize this opportunity and adopt the role of business transformation partner, helping their organizations to grow

and prosper with innovative, IT-enabled products, services and processes. To succeed in this, however, the IT function needs to manage an array of inter-related and inter-dependent disciplines focused on the generation of business value. In response to this need, the Innovation Value Institute, a cross-industry international consortium, developed the IT Capability Maturity Framework™ (IT-CMFTM). This second edition of the IT Capability Maturity Framework™ (IT-CMFTM) is a comprehensive suite of tried and tested practices, organizational assessment approaches, and improvement roadmaps covering key IT capabilities needed to optimize value and innovation in the IT function and the wider organization. It enables organizations to devise more robust strategies, make better-informed decisions, and perform more effectively, efficiently and consistently. IT-CMF is:

- An integrated management toolkit covering 36 key capability management disciplines, with organizational maturity profiles, assessment methods, and improvement roadmaps for each.
- A coherent set of concepts and principles, expressed in business language, that can be used to guide discussions on setting goals and evaluating performance.
- A unifying (or umbrella) framework that complements other, domain-specific frameworks already in use in the organization, helping to resolve conflicts between them, and filling gaps in their coverage.
- Industry/sector and vendor independent. IT-CMF can be used in any organizational context to guide performance improvement.
- A rigorously developed approach, underpinned by the principles of Open Innovation and guided by the Design Science Research methodology, synthesizing leading academic research with industry practitioner expertise.

‘IT-CMF provides us with a structured and systematic approach to identify the capabilities we need, a way to assess our strengths and weaknesses, and clear pathways to improve our performance.’ Suresh Kumar, Senior Executive Vice President and Chief Information Officer, BNY Mellon

‘To successfully respond to competitive forces, organizations need to continually review and evolve their existing IT practices, processes, and cultural norms across the entire organization. IT-CMF provides a structured framework for them to do that.’ Christian Morales, Corporate Vice President and General Manager EMEA, Intel Corporation

‘We have successfully applied IT-CMF in over 200 assignments for clients. It just works. Or, as our clients confirm, it helps them create more value from IT.’ Ralf Dreischmeier, Senior Partner and Managing Director, The Boston Consulting Group

‘By using IT-CMF, business leaders can make sure that the tremendous potential of information technology is realized in their organizations.’ Professor Philip Nolan, President, Maynooth University

‘I believe IT-CMF to be comprehensive and credible. Using the framework helps organizations to objectively identify and confirm priorities as the basis for driving improvements.’ Dr Colin Ashurst, Senior Lecturer and Director of Innovation, Newcastle University Business School

“Green Business Process Management – Towards the Sustainable Enterprise” consolidates the global state-of-the-art knowledge about how business processes can be managed and improved in light of sustainability objectives. Business organizations, a dominant part of our society, have always been a major contributor to the degradation of our natural environment, through the resource consumption, greenhouse emissions, and wastage production associated with their business processes. In order to lessen their impact on the natural environment, organizations must design and implement environmentally sustainable business processes. Finding solutions to this organizational design problem is the key challenge of Green Business Process Management. This book discusses the emerging challenges of designing “green” business processes, presents tools and methods that organizations can use in order to design and implement environmentally sustainable processes, and provides insights from cases where organizations successfully engaged in more sustainable business practices. The book is of relevance to both practitioners and academics who are interested in understanding, designing, and implementing “green” business processes. It also constitutes a valuable resource for students and lecturers in the fields of information systems, management, and sustainable development.

Preface by Richard T. Watson

Business Process Maturity: A Comparative Study on a Sample of Business Process Maturity Models Springer Science & Business Media

OCEB 2 Certification Guide, Second Edition has been updated to cover the new version 2 of the BPMN standard and delivers expert insight into BPM from one of the developers of the OCEB Fundamental exam, offering full coverage of the fundamental exam material for both the business and technical tracks to further certification. The first study guide prepares candidates to take—and pass—the OCEB Fundamental exam, explaining and building on basic concepts, focusing on key areas, and testing knowledge of all critical topics with sample questions and detailed answers. Suitable for practitioners, and those newer to the field, this book provides a solid grounding in business process management based on the authors’ own extensive BPM consulting experiences. Completely updated, with the latest material needed to pass the OCEB-2 and BPMN Certification Includes sample test questions in each chapter, with answers in the appendix Expert authors provide a solid overview of business process management (BPM)

This book constitutes the proceedings of the BPM Forum held during the 16th International Conference on Business Process Management, BPM 2018, which took place in Sydney, Australia, in September 2018. The BPM Forum hosts innovative research which has a high potential of stimulating discussions. The papers selected for the forum are expected to showcase fresh ideas from exciting and emerging topics in BPM, even if they are not yet as mature as the regular papers at the conference. The 14 papers presented in this volume were carefully reviewed and selected from a total of 113 submissions. They were organized according to the tracks of the conference: foundations; engineering; management.

Business Intelligence Strategy and Big Data Analytics is written for business leaders, managers, and analysts - people who are involved with advancing the use of BI at their companies or who need to better understand what BI is and how it can be used to improve profitability. It is written from a general management perspective, and it draws on observations at 12 companies whose annual revenues range between \$500 million and \$20 billion. Over the past 15 years, my company has formulated vendor-neutral business-focused BI strategies and program execution plans in collaboration with manufacturers, distributors, retailers, logistics companies, insurers, investment companies, credit unions, and utilities, among others. It is through these experiences that we have validated business-driven BI strategy formulation methods and identified common enterprise BI program execution challenges. In recent years, terms like “big data” and “big data analytics” have been introduced into the business and technical lexicon. Upon close examination, the newer terminology is about the same thing that BI has always been about: analyzing the vast amounts of data that companies generate and/or purchase in the course of business as a means of improving profitability and competitiveness. Accordingly, we will use the terms BI and business intelligence throughout the book, and we will discuss the newer concepts like big data as appropriate. More broadly, the goal of this book is to share methods and observations that will help companies achieve BI success and thereby increase revenues, reduce costs, or both. Provides ideas for improving the business performance of one’s company or business functions Emphasizes proven, practical, step-by-step methods that readers

can readily apply in their companies Includes exercises and case studies with road-tested advice about formulating BI strategies and program plans

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.

Software services are established as a programming concept, but their impact on the overall architecture of enterprise IT and business operations is not well-understood. This has led to problems in deploying SOA, and some disillusionment. The SOA Source Book adds to this a collection of reference material for SOA. It is an invaluable resource for enterprise architects working with SOA. The SOA Source Book will help enterprise architects to use SOA effectively. It explains: What SOA is How to evaluate SOA features in business terms How to model SOA How to use The Open Group Architecture Framework (TOGAF™) for SOA SOA governance This book explains how TOGAF can help to make an Enterprise Architecture. Enterprise Architecture is an approach that can help management to understand this growing complexity.

A new edition of this title is available, ISBN-10: 0321461088 ISBN-13: 9780321461087

The constant change in a company's economic environment has a strong impact on existing work processes. Companies are therefore required to constantly rethink their processes and adapt them accordingly. Over time, different methods such as Kaizen, Six Sigma, Business Reengineering, and various agile approaches have emerged to support the effort to optimise work processes. This book provides an overview of the various methods for making work processes more efficient and how to apply them. The author presents the most important tools for working on improvement projects such as Process mapping, Ishikawa diagram, Burn-down chart, or Pareto chart. The concrete implementation of process optimisation is illustrated using successfully realised improvement projects from practice. In addition, it is shown how these methods, which originate from the production sector, can be successfully used in the office sector. The content - Prerequisites and framework conditions for a successful improvement culture - Value creation and waste in work processes - Methods and tools for optimising work processes - Influence of digitalisation on process optimisation - Implementation of process optimisation using practical examples and simulations.

Assisting organizations in improving their project management processes, the Project Management Maturity Model defines the industry standard for measuring project management maturity. Project Management Maturity Model, Second Edition provides a roadmap showing organizations how to move to higher levels of organizational behavior, improving

This book constitutes the proceedings of the 18th International Conference on Business Process Management, BPM 2020, held in Seville, Spain, in September 2020. The conference was held virtually due to the COVID-19 pandemic. The 27 full papers included in this volume were carefully reviewed and selected from 125 submissions. Two full keynote papers are also included. The papers are organized in topical sections named: foundations; engineering; and management.

As businesses seek to compete on a global stage, they must be constantly aware of pressures from all levels: regional, local, and worldwide. The organizations that can best build advantages in diverse environments achieve the greatest success. Global Business Expansion: Concepts, Methodologies, Tools, and Applications is a comprehensive reference source for the latest scholarly material on the emergence of new ideas and opportunities in various markets and provides organizational leaders with the tools they need to be successful. Highlighting a range of pertinent topics such as market entry strategies, transnational organizations, and competitive advantage, this multi-volume book is ideally designed for researchers, scholars, business executives and professionals, and graduate-level business students.

This volume includes the best papers of the IEEE/ACIS International Conference on Computer and Information Science, ICIS 2009, held on June 2009 in Shanghai, China.

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