

# Table of Contents

<b>1</b>	<b>Business Process Oriented Organizational Structures and Function Oriented Standard Software – Implications for the Implementation</b>	<b>1</b>
<b>1.1</b>	<b>Business Process Oriented Design of Organizational Structures</b>	<b>2</b>
1.1.1	Characterizing and Defining the Term “Organizational Structure”	3
1.1.2	Business Process Orientation in the Development of Organizational Structures	7
1.1.3	Characteristics of Business Process Oriented Organizational Structures	11
<b>1.2</b>	<b>Function Oriented Design of Standard Software</b>	<b>13</b>
1.2.1	Characterizing and Defining the Term “Standard Software”	13
1.2.2	Function Orientation in the Development of Standard Software	18
1.2.3	Characteristics of Today's Standard Software	21
<b>1.3</b>	<b>Implications for the Implementation of Standard Software</b>	<b>24</b>
1.3.1	Characterizing and Defining the Term “Implementation of Standard Software”	25
1.3.2	Implications of the Conflicting Design Types of Organizational Structures and Standard Software	27
1.3.3	Strategic Significance of the Implementation	31
<b>1.4</b>	<b>Objective and Structure of this Work</b>	<b>33</b>
<b>2</b>	<b>Development of a Procedure Model for Business Process Oriented Implementation of Standard Software</b>	<b>37</b>
<b>2.1</b>	<b>Requirements for Implementing Standard Software</b>	<b>37</b>
2.1.1	Executing Business Process Orientation	39
2.1.2	Enabling Integration	42

2.1.3	Specifically Decentralizing Work Processes	43
2.1.4	Taking Dynamic Aspects into Account	44
2.1.5	Specifically Involving Employees in the Implementation Process	46
<b>2.2</b>	<b>Existing Approaches for Implementing Standard Software</b>	<b>48</b>
2.2.1	Strategic Approach of Information System Planning	49
2.2.2	Tactical / Operational Approach for Information System Planning	53
2.2.3	Standard Software Oriented Approach towards Information System Planning	57
2.2.4	Evaluating the Various Approaches	61
<b>2.3</b>	<b>Developing a Procedure Model for Business Process Oriented Implementation</b>	<b>65</b>
2.3.1	Using the ARIS Architecture as a Framework for Procedures	66
2.3.2	Positioning the Implementation of Standard Software within the ARIS Architecture	68
2.3.3	Deducting the Procedure Model	71
<b>3</b>	<b>Strategy Based BPO Concept</b>	<b>75</b>
<b>3.1</b>	<b>Defining the Target System</b>	<b>76</b>
3.1.1	Goal	76
3.1.2	Procedure	77
3.1.3	Supporting Methods and IT Tools	81
<b>3.2</b>	<b>Defining Business Processes</b>	<b>83</b>
3.2.1	Goal	83
3.2.2	Procedure	84
3.2.3	Supporting Methods and IT Tools	88
<b>3.3</b>	<b>Detailing Individual Information System Views</b>	<b>89</b>
3.3.1	Goal	89
3.3.2	Procedure	90
3.3.3	Supporting Methods and IT Tools	97
<b>3.4</b>	<b>Splitting Up Business Processes</b>	<b>106</b>
3.4.1	Goal	106
3.4.2	Procedure	106
3.4.3	Supporting Methods and IT Tools	110

<b>3.5</b>	<b>Defining the Scope of the Standard Software Deployment</b>	<b>112</b>
3.5.1	Goal	112
3.5.2	Procedure	113
3.5.3	Supporting Methods and IT Tools	116
<b>3.6</b>	<b>Determining the Implementation Strategy</b>	<b>117</b>
3.6.1	Goal	117
3.6.2	Procedure	118
3.6.3	Supporting Methods and IT Tools	123
<b>4</b>	<b>Standard Software Based BPO Concept</b>	<b>126</b>
<b>4.1</b>	<b>Defining Consistent Business Terminology</b>	<b>127</b>
4.1.1	Goal	127
4.1.2	Procedure	128
4.1.3	Supporting Methods and IT Tools	132
<b>4.2</b>	<b>Material Flow Related Supplement of the BPO Concept</b>	<b>133</b>
4.2.1	Goal	133
4.2.2	Procedure	134
4.2.3	Supporting Methods and IT Tools	138
<b>4.3</b>	<b>Detailing the BPO Concept on the Transactional Level</b>	<b>140</b>
4.3.1	Goal	140
4.3.2	Procedure	141
4.3.3	Supporting Methods and IT Tools	151
<b>4.4</b>	<b>Detailing the BPO Concept on the Screen Level</b>	<b>155</b>
4.4.1	Goal	155
4.4.2	Procedure	156
4.4.3	Supporting Methods and IT Tools	159
<b>4.5</b>	<b>Defining a Migration Plan</b>	<b>161</b>
4.5.1	Goal	161
4.5.2	Procedure	162
4.5.3	Supporting Methods and IT Tools	168
<b>5</b>	<b>BPO Implementation</b>	<b>170</b>
<b>5.1</b>	<b>Prime and Execute IT Measures</b>	<b>171</b>
5.1.1	Goal	171
5.1.2	Procedure	172

XII	Table of Contents	
5.1.3	Supporting Methods and IT Tools	179
<b>5.2</b>	<b>Prime and Execute Organizational Measures</b>	<b>181</b>
5.2.1	Goal	181
5.2.2	Procedure	181
5.2.3	Supporting Methods and IT Tools	187
<b>5.3</b>	<b>Live Start of the Standard Software</b>	<b>189</b>
5.3.1	Goal	189
5.3.2	Procedure	189
5.3.3	Supporting Methods and IT Tools	193
<b>5.4</b>	<b>Optimizing Business Processes in the Live Phase</b>	<b>193</b>
5.4.1	Goal	193
5.4.2	Procedure	194
5.4.3	Supporting Methods and IT Tools	198
<b>6</b>	<b>Comprehensive Model of Business Process Oriented Implementation</b>	<b>203</b>
<b>6.1</b>	<b>Aggregating the Implementation Process Model</b>	<b>204</b>
<b>6.2</b>	<b>Fulfilling the Requirements for the Implementation</b>	<b>210</b>
<b>6.3</b>	<b>Outlook</b>	<b>212</b>
	<b>References</b>	<b>215</b>
	<b>Table of Figures</b>	<b>229</b>
	<b>Abbreviations</b>	<b>233</b>