

Preface to the 2nd Edition

Today, managing business processes is a crucial instrument of leading, forming, designing, and managing organisations. There are two main groups of factors demanding a process-oriented analysis and implementation of both organisational and IT structure: First, external environmental or market factors gave rise to a high cost pressure which calls for the corresponding adaption of organisations business processes. Second, strategic decision making, as on e. g. the tight integration of customers, suppliers, or other partners, implies a thorough understanding of the appropriate processes. These two groups of factors can be found not only in the private but also in the public sector.

We extended our book significantly for this 2nd edition. The completely revised main chapters from the 1st edition now form Part A. In Part B we present additional application areas and development perspectives. Here, we welcome six new articles. Holger Hansmann and Stefan Neumann's article on process-oriented implementation of ERP systems discusses the process-oriented ERP selection and realization. The topic of Workflow Management is discussed by Michael zur Mühlen and Holger Hansmann. Here, multiple application areas and a "best practice" procedure model for the introduction of Workflow Management Systems are introduced. The process-based design of the structure of the organization is exemplarily shown using SAP R/3 by Michael Vieting and Johannes Kumpf. Stefan Neuman, Michael Rosemann, and Ansgar Schwegmann discuss principles and goals of process simulation. They present a procedure model to construct simulation models and execute them. Martin Kugeler broadens the topic of process management and modelling to include external partners. Here, he uses the examples of both Supply Chain and Customer Relationship Management. Part B ends with the article from Jan vom Brocke and Heinz Lothar Grob on measuring the profitability of business processes. Moreover, we present six process management case studies in Part C. With the help of articles on T-Systems International (by Martin Niemöckl, Jürgen Pillasch, and Christian Probst), a power supplier (by Michael zur Mühlen), Hotset (by Stefan Neumann and Wolf-Dietrich Wiechel), Corporate Service Agency (by Marit Schallert and Michael Rosemann), public administrations (by Lars Algermissen, Patrick Delfmann, and Björn Niehaves), and DFMG (by Thore Dörnemann, Christoph Köster, and Dirk Oelbracht) we present several lessons-learnt and hands-on experiences.

Thus, this 2nd Edition still follows our guideline "As much practical relevance as possible, as much theory as required".

We would like to express our appreciation to all authors, both on the old and the new articles, for their time and effort. They did not only

contribute their single piece of work but kept the whole concept in mind and, thus, helped to make this book an integral whole. Moreover, we would like to thank Ruth Milewski and Dr. Werner A. Mueller from Springer for their help and support. We are especially grateful to Peter McKenna for editing the content of this book. Last, we would like to thank Ralf Plattfaut and Matthias Lüning for their help on the final design of the manuscript.

The positive feedback from practitioners, academics, and students on the last edition makes us hope that this 2nd edition will be inspirational for a wide audience and helps to align research and practice.

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Jörg Becker
Martin Kugeler
Michael Rosemann