Business Process Management The Sap Roadmap

This book is a businessman's bible about business process design. Using SAP's leading enterprise software product R/3 as a backdrop, it is the first book to explain the structure and content of common business processes that management deals with on a daily basis. The authors paint the future of business process change by giving the reader the terminology, content, and technology behind an evolving standard for enterprises in the new age - the business blueprint. Here is a collection of process and object descriptions that are the basis for streamlining your company in the future. The book explains how to understand the process content of systems like R/3 and apply it to your company. In particular, this book explains the impact of new technologies such as Windows NT and the Internet on future business process design. It considers the scenarios that companies will need to integrate based on a common business process understanding. Supply Chain is a process and flow of activities that touch all the primary areas of Finance, Sales & Distribution and Materials Management plus (at least) Production and Quality management. The target audience of this book is the users in organizations and SAP consultants though the book is very exhaustive and is of use to practically anyone interested in SCM. This Supply Chain manual will thus involve all functions across this entire spectrum. It covers the important transactional functions relating to the entire Order to cash, Requisition to Pay, General Ledger & daily and periodic financial activities in any organization. In writing this book, I have stayed away from all frills and concentrated on providing only useful subject matter with tips and tricks based on over my multiple years experience in SAP implementations and consulting. This book is not a result of overnight arrangement but a composition of several years of training and understanding of Business processes across multiple industries in various disciplines. I believe it is as comprehensive as any book can be for users new and old, to conducting Supply Chain functions on SAP. This manual will be very useful to someone trying to make an entry into the field of SAP as a user and not knowing where to begin, to companies already implementing or running SAP and to consultants wanting to explore the user side better to become more comfortable with the Business lingo.

Preparing for your SAP S/4HANA business process integration exam? Make the grade with this certification study guide to C_TS410! From financial accounting to warehouse management, this guide will review the key technical and functional knowledge you need to exceed the cut score. Explore test methodology, key concepts for each topic area, and practice questions and answers. Your path to C_TS410 certification begins here! In this book, you'll learn about: a. The Test Get ready for test day! This guide follows the exact structure of the exam, so align your study of SAP S/4HANA business process integration with the test objectives and walk through the topics covered in C_TS410_2020. b. Core Content Review major subject areas like financial accounting, source-to-pay processing, and human experience management. Then master important terminology and key takeaways for each subject. c. Q&A After reviewing each chapter, solidify your knowledge with questions and answers for each section and improve your test-taking skills. Highlights Include: 1) Exams C_TS410_2020 2) Financial and management accounting 3) Source-to-pay processing 4) Lead-to-cash processing 5) Design-to-operate processing 6) Procurement 7) Supply chain 8) Production planning 9) Enterprise asset management 10) Warehouse management 11) Project systems 12) Human experience management

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 interdisciplinary 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 5th International Conference on Business Process Management, BPM 2007, held in Brisbane, Australia, in September 2007. The papers are organized in topical sections on business process maturity and performance, business process modeling, case studies, compliance and change, process configuration and execution, formal foundations of BPM, business process mining, and semantic issues in BPM. moderation of the workshops, and the publication process.

This volume contains the proceedings of the 3rd International Conference on Business Process Management (BPM 2005), organized by LORIA in Nancy, France, September 5–8, 2005. This year, BPM included several innovations with respect to previous e-tions, most notably the addition of an industrial program and of co-located workshops. This was the logical result of the signi?cant (and still growing) - dustrial interest in the area and of the broadening of the research communities working on BPM topics. The interest in business process management (and in the BPM conference) was demonstrated by the quantity and quality of the paper submissions. We received over 176 contributions from 31 countries, accepting 25 of them as full papers (20 research papers and 5 industrial papers) while 17 contributions were accepted as short papers. In addition to the regular, industry, and short pres- tations invited lectures were given by Frank
Leymann and Gustavo Alonso. This combination of research papers, industrial papers, keynotes, and workshops, all of very high quality, has shown that BPM has become a mature conference and the main venue for researchers and practitioners in this area. We would like to thank the members of the Program Committee and the reviewers for their e?orts in selecting the papers. They helped us compile an excellent scienti?c program. For the di?cult task of selecting the 25 best papers (14% acceptance rate) and 17 short papers each paper was reviewed by at least three reviewers (except some out-of-scope papers).

Business Process Management: The SAP Roadmap

Business Process Change: A Business Process Management Guide for Managers and Process Professionals, Fourth Edition, provides a balanced view of the field of business process change. Bestselling author and renowned expert in the field Paul Harmon offers concepts, methods, cases for all aspects, and phases of successful business process improvement. Students and professionals alike will benefit from the comprehensive coverage and customizable, integrated approach to broad business process management that focuses on improving efficiency and productivity. In this updated Edition, particular attention is paid to the impact of disruptive technology on business and the need for agile transformation. Covers Business Process Management Systems and the integration of process redesign and Six Sigma Explores how different process elements fit together, including the human aspects of process redesign Presents best-practice methodologies that can be applied and tailored to an organization’s specific needs Offers invaluable, detailed case studies demonstrating how these key methods are implemented Since SAP is emphasizing recent developments in operations management in its SCM initiative, this book describes the methodological background from the viewpoint of a company using SAP systems. It describes order processing both in an intra- and interorganizational perspective, as well as future developments and system enhancements.

Demystifying “SAP Business Automation” and shape tangible use cases that add values to your organisation, Customers & Business DESCRIPTION The book has been written in such a way that the concepts are explained in detail, giving adequate emphasis on examples. To make clarity of the programming examples, logic is explained properly as well discussed using comments in program itself. The book covers the topics right from the start of the software using snapshots of starting the software and writing programs into it. The real-time examples are discussed in detail from simple to complex taking into consideration the requirement of IT consultants. Various sample projects are included in the Book and are written in simple language so as to give IT consultants the basic idea of developing projects in SAP. The examples given in book are user-focused and have been highly updated including topics, figures and examples. The book features more on practical approach with more examples covering topics from simple to complex one addressing many of the core concepts and advance topics also. KEY FEATURES Examples, problem solutions, and tips and tricks for daily practice are given in a simple manner. Learn the Troubleshooting & performance optimization techniques Get to know the Hard coding – Categorization & Recommendations SAP Business Workflow Introduction, Terminology, Function Modules and Reports are given in a simple form. WHAT WILL YOU LEARN SAP NetWeaver Gateway Realtime Case Study and demos on workflow for all the major SAP applications Step-by-step instructions for adapting data flows, agent determination, event definitions, and more SAP Workflow upgrade from 4.6 to 6.0 WHO THIS BOOK IS FOR SAP Consultants, SAP technical, Business analysts, Architects, Team Leads, Project Leads, Project Managers, Account Manager, Account Executives, CEO, CTO, COO, CIO, Sr. VP, Directors. Table of Contents 1. SAP Business Workflow Introduction 2. SAP Business Workflow Terminology 3. SAP Workflow with Function Modules & Reports 4. SAP Workflow Review Checklist 5. Demo-SAP Workflow for Credit Memos 6. Demo-SAP Business Workflow Substitution 7. Demo- When a FI Document is Parked then Trigger Custom Workflow 8. Demo- Goods Returns Workflow 9. Demo- Workflow for MRP Purchase Requisitions 10. Workflow Management System Best Practices 11. Earn Value - Overview 12. Basic Data Services Using SAP NetWeaver Gateway 2.0 13. SAP NetWeaver Gateway- Transaction Codes Usage and Purpose 14. SAP NetWeaver Gateway Basic Configuration 15. Demo-Workflow Trigger Using HR Tables 16. Demo- Workflow Trigger using Status Management 17. Demo- Leave Request 18. Demo-Integration of Portal and SAP Workflow 19. Demo- Integration of Workflow with ALE 20. Demo- Attach link in send mail Step of a Workflow 21. Case Study - Advance Workflow Design- Update Sales Document 22. Case Study - SAP Workflow Upgrade from 4.6 to 8.0 23. Quiz Session - SAP Workflow

This book is the first to present a rich selection of over 30 real-world cases of how leading organizations conduct Business Process Management (BPM). The cases stem from a diverse set of industry sectors and countries on different continents, reporting on best practices and lessons learned. The book showcases how BPM can contribute to both exploitation and exploration in a digital world. All cases are presented using a uniform structure in order to provide valuable insights and essential guidance for students and practitioners.

Integrated Business Processes with ERP Systems, 1st Edition, provides a comprehensive introduction to business processes and ERP concepts. The authors have based this textbook on the official SAP ERP training curriculum so that readers will be very well prepared to take and pass the entry-level consultant certification exam from SAP. This certification is the ticket to the highest paying jobs and is extremely sought after by SAP customers and partners. The authors have the full support of the SAP University Alliance program to promote this book as the gold standard for SAP courses.

Enterprise Process Management Systems: Engineering Process-Centric Enterprise Systems using BPMN 2.0 proposes a process-centric paradigm to replace the traditional data-centric paradigm for Enterprise Systems (ES)—ES should be reengineered from the present data-centric enterprise architecture to process-centric process architecture to be called as Enterprise Process Management Systems (EPMS). The real significance of business processes can be understood in the context of current heightened priority on digital transformation or digitalization of enterprises. Conceiving the roadmap to realize a digitalized enterprise via the business model innovation becomes amenable only from the process-centric view of the enterprise. This pragmatic book: Introduces Enterprise Process Management Systems (EPMS) solutions that enable an agile enterprise. Describes distributed systems and Service Oriented Architecture (SOA) that paved the road to EPMS. Leverages SOA to explain the cloud-based realization of business processes in terms of Web Services. Describes how BPMN 2.0 addresses the requirements for agility by ensuring a seamless methodological path from process requirements modeling to execution and back (to enable process improvements). Presents the spreadsheet-driven Spreadsheet Application Development (SAD) methodology for the design and development of process-centric application systems. Describes process improvement programs ranging right from disruptive programs like BPR to continuous improvement programs like lean, six sigma and TOC. Enterprise Process Management Systems:
Engineering Process-Centric Enterprise Systems using BPMN 2.0 describes how BPMN 2.0 can not only capture business requirements but it can also provide the backbone of the actual solution implementation. Thus, the same diagram prepared by the business analyst to describe the business's desired To-Be process can also be used to automate the execution of that process on a modern process engine.

This book constitutes the thoroughly refereed post-proceedings of the Second International Conference on Subject-Oriented Business Process Management, S-BPM ONE 2010, held in Karlsruhe, Germany in October 2010. The 10 revised full papers presented together with one invited keynote paper and three panel statements were carefully reviewed and selected from initially 17 submissions. The papers present innovative cross-disciplinary ideas, concepts, methods, tools and results in foundational and applied research as well as studies on the realization of such innovations in the real world - all based on the promising new paradigm of subject-oriented business process management.

Looking for better control over your product development? With this guide to SAP Product Lifecycle Management (SAP PLM), you'll get in-depth instructions and configuration information for all stages. --

This book provides an integrative Business Transformation 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.

Are you ready for the latest process integration solution from SAP? Meet SAP Process Orchestrator! This is your complete guide to the tools and components of SAP PO. Learn how to build and configure interfaces and use SAP BPM to manage your business processes. Thanks to both a practical and comprehensive approach, you'll find out how to configure the System Landscape Directory, create an iFlow, monitor message processing, create BPM processes, and so much more.

This book explores the Business Process Management cycle in theory and practice, from the technical as well as the business point of view. Both the ARIS Platform and the methodical approach of ARIS Value Engineering (AVE) are referred to in detail. More than half of the articles are case studies. The book offers valuable ideas to companies on how to optimize their own business processes and thus become more competitive.

This book puts forward a method (Iterative Process Prototyping) for defining a company's business process and their interconnections so the R/3 system can be modeled accordingly. Because R/3 is a single, corporate wide system it must be set up to reflect the way a company does business.

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 is about Enterprise Resource Planning (ERP) systems implementation, focusing on business operations/processes and information systems to support business operations/processes"--Provided by publisher.

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

Within this book 16 BPM/SAP experts (authors) have applied the 16 BPM areas of the SAP BPM framework within their company. The companies that have contributed to this book are: CSM, Philips, DSM, KLM, Dutch Railways, Bavaria, Tata Steel, Achmea, Ministry of Dutch Defense, Kuwait Oil, SAP and ERIKS. Many large companies are re-defining their BPM(S) strategy and BPM / ALM roadmap and are using the SAP BPM framework to define their own BPM project portfolio. The SAP BPM framework links the BPM maturity models in the market (like EFQM, OMG and Gartner) with the available (non) SAP tooling and BPM methodologies. The SAP BPM Framework contains 16 BPM areas, for which most company have 16 separate project portfolio's with 16 different stakeholders. The BPM strategy of SAP will be explained by Ann Rosenberg. The Capgemini BPM manager will explain why the key competitive capability of companies will be to continuously improve their business model and BPM governance to find new revenue streams.

Enterprise Integration Patterns provides an invaluable catalog of sixty-five patterns, with real-world solutions that demonstrate the formidable of messaging and help you to design effective messaging solutions for your enterprise. The authors also include examples covering a variety of different integration technologies, such as JMS, MSMQ, TIBCO ActiveEnterprise, Microsoft BizTalk, SOAP, and XSL. A case study describing a bond trading system illustrates the patterns in practice, and the book offers a look at emerging standards, as well as insights into what the future of enterprise integration might hold. This book provides a consistent vocabulary and visual notation framework to describe large-scale integration solutions across many technologies. It also explores in detail the advantages and limitations of asynchronous messaging architectures. The authors present practical advice on designing code that connects an application to a messaging system, and provide extensive information to help you determine when to send a message, how to route it to the proper destination, and how to monitor the health of a messaging system. If you want to know how to manage, monitor, and maintain a messaging system once it is in use, get this book.

LNBIP 99 and LNBIP 100 together constitute the thoroughly refereed proceedings of 12 international workshops held in Clermont-

• Learn what business process management (BPM) is and how to get started within an SAP context. Benefit from a comprehensive compilation of use cases from early adopters. Discover SAP technology, methodology, governance, process-based implementation content, and performance & value metrics. In this unique book, you will learn how to span the gap between business processes and information technology, as well as how to apply BPM within SAP projects. The authors provide extensive information on everything you need to know about the processes and methods to implement BPM (new ASAP, process-based implementation content, BPM technology, and more). Through real-world examples, best practices, and advice from SAP experts, you will understand how BPM works and how you can best use it to your advantage. Additionally, use cases from industry leaders and innovators show you how these early adopters improved their businesses by using BPM technology and methodology. Linking Strategy to Operation—Explore how a company's business model is linked to the process model, therefore including performance and value drivers. BPM Anatomy—Get an in-depth look at what makes BPM in SAP environments so effective, and understand all of the options and unique add-ons that are available for you to link to your SAP system. Real-Life Examples—Explore use cases from different industries to understand how BPM can be applied to your project to maximize efficiency, streamline process performance, achieve performance and value creation, and optimize customer relations. Applicable Software for BPM—Learn how standard software in general and SAP products in particular relate to the BPM approach. Bonus Material—Access additional articles via the SAP PRESS website on some of BPM's future trends and more advanced fields from top BPM and SAP experts and researchers. Highlights—Business Model Management, Performance and Value Drivers, ASAP 7 Core Methodology and Business, Add-Ons to ASAP, Implementation Quality and Process-Based, Implementation, Governance Framework and Agile Methodology, Enterprise Architecture and SOA, SAP NetWeaver BPM and BRM, SAP NetWeaver Composition Environment, Rules and Decision Management, Process Lifecycle, Business Value Management.

This book is a sequel and extension to the book "Business Process Management Cases", published in its first edition by Springer in 2018. It adds 22 new cases for practitioners and educators to showcase and study Business Process Management (BPM). The BPM cases collection is dedicated to providing a contemporary and comprehensive, industry-agnostic insight into the realities of BPM. In particular it focuses on the lessons that only authentic cases can provide. The experiences documented cover both, the positive impact of deploying BPM as well as the lessons learnt from failed attempts. Each case takes a holistic approach and by doing so, each chapter recognizes that BPM in practice is a multidimensional endeavor covering strategy to operations, systems and infrastructure, governance and culture, models and running processes. This volume also introduces a new device to plan and scope BPM initiatives: the BPM Billboard. The Billboard helps professionals to link BPM projects to the corporate strategy and to build the organizational capabilities to reach such strategic directive. Digital technologies do not just facilitate innovative process designs, but enable entire new strategic options. This book provides a contemporary and comprehensive overview of how to create process-enabled strategies in an opportunity-rich environment. Martin Petry, Hilti CIO This is the first book to present the BPM Billboard – A new management tool to plan and scope BPM initiatives. The Billboard together with the insightful real-world cases offers valuable guidance towards BPM success from a holistic perspective. Gero Decker, Signavio CEO 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 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. This book is designed for use as both a reference guide and a conceptual resource for professionals working with and around SAP ERP. This material approaches real-world SAP topics using an integrated process perspective of the firm. Each process is discussed within the context of its execution across functional areas in the company. Professionals will gain a deep appreciation for the role of SAP ERP systems in efficiently managing processes from multiple functional perspectives. -- Foundational ERP concepts for end users & project teams -- Digital learning of core principles and techniques related to integrated business process execution -- Real World examples of SAP ERP “in action” -- Self-Guided tutorials for critical SAP transactions in each process -- Definitions and contextual explanation of key terms and concepts in SAP ERP Table of Contents 1. Introduction to Business Processes 2. Introduction to Enterprise Systems 3. Introduction to Accounting 4. The Procurement Process 5. The Fulfillment Process 6. The Production Process 7. Inventory and Warehouse Management Processes 8. The Material Planning Process 9. Integrated End-to-End Processes 10. Global Bike Inc. Company History 11. Key Terms & Definitions 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. Familiar with some aspects of managing Workflow, but not with others? This title lets you pick the sections or chapters that are most relevant to you; focus on the provided conceptual explanations, technical instructions, or both. It includes topics such as configuration, administration and troubleshooting, design, and enhancement. Business processes are among today’s hottest topics in the science and practice of information systems. Business processes and workflow management systems attract a lot of attention from R&D professionals in software engineering, information systems, business-oriented computer science, and management sciences. The carefully reviewed chapters contributed to this state-of-the-art survey by internationally leading scientists consolidate work presented at various workshops on the topic organized by the editors of the book in the past few years. The book spans the whole spectrum of business process management ranging from theoretical aspects, conceptual models, and application scenarios to implementation issues. It will become a valuable source of reference and information for R&D professionals active in the fascinating interdisciplinary area of business process management and for ambitious practitioners. The Complete Business Process Handbook: Extended Business Process Management is ideal for visionaries, subject matter experts, researchers, and academics who focus on the analysis, design, and modelling of tomorrow’s enterprise. This book offers the insight around extended business process design and management, covering ground-breaking new research on BPM best practices, LEADing practices, and outperformers vs. underperformers. The book aims to increase understanding of and help avoid common pitfalls that lead to failed BPM projects, and ultimately, poor BPM adoption by including the latest research in business modelling related to BPM aspects. Authors and editors Mark von Rosing and Henrik von Scheel, along with several noted and influential contributors, provide a link between the business model and process model by helping the reader to discover how to link the strategy, critical success factors, and performance drivers to ones processes. With an in-depth look at extended BPM ontology, the audience will encounter enhanced process modelling capabilities to enable an entirely new way of working with processes, along with how to combine Enterprise Architecture & BPM. Teaches users about business process management (BPM) and how to get started Provides extensive information on BPM processes and frameworks, methods, and approaches to implement BPM Gives real-world best practices and leading practice examples of award-winning industry leaders and innovators Presents common pitfalls that can lead to failed BPM projects, and ultimately, poor BPM adoption As business processes are crucial success factors for companies, software-based Business Process Management (BPM) is becoming more and more important. In this area SAP, the market leader for enterprise application software, has already gathered substantial experience. For the characterization, modeling and especially the optimization of business processes, SAP’s consultants use their own BPM approach. In addition to their considerable methodological know-how, the consultants’ profound knowledge of the industries facilitates the focus on core and business-critical processes. This book examines the current market situation, as well as the specific challenges and trends for the chemical and pharmaceutical industries. It also explains business process management basics and the specific SAP Consulting methodology, before illustrating the use of such methods and procedures with sample industry-specific core business processes. With the help of these examples from the chemical and pharmaceutical industries, SAP Consulting provides methodological guidelines on how Business Process Management can be used in practice to optimize business processes and make adjustments in response to constantly changing economic and environmental factors. This book constitutes the refereed proceedings of the 9th International Conference on Business Process Management, BPM 2011, held in Clermont-Ferrand, France, in August/September 2011. The volume contains 22 revised full research papers carefully reviewed and selected from 157 submissions, as well as 5 industrial track papers and abstracts of three invited talks. The papers address innovative research of highest quality from computer science, management information science, service-oriented computing, and technology management. Part I: Business process management: A new strategic context? Part II: The BPM Roadmap. Part III: Business process platform - the enabler for BPM. Part IV: Experience and conclusion. Appendices. Copyright: ddb5e130372b4375482f065bbf33855a3