

# Business Process Excellence

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August-Wilhelm Scheer  
Ferri Abolhassan · Wolfram Jost  
Mathias Kirchmer  
Editors

# Business Process Excellence

ARIS in Practice

With 124 Figures  
and 2 Tables



Springer

Professor Dr. Dr. h.c. mult. August-Wilhelm Scheer  
Dr. Ferri Abolhassan  
Dr. Wolfram Jost  
IDS Scheer AG  
Postfach 101534  
66015 Saarbrücken  
Germany

Dr. Mathias Kirchmer  
IDS Scheer AG  
1205 Westlakes Drive, Suite 270  
Berwyn, PA 19312  
USA

ISBN 978-3-642-53419-5      ISBN 978-3-540-24705-0 (eBook)  
DOI 10.1007/978-3-540-24705-0

Library of Congress Cataloging-in-Publication Data applied for  
Die Deutsche Bibliothek – CIP-Einheitsaufnahme  
Business Process Excellence: ARIS in Practice; with 2 Tables /  
August-Wilhelm Scheer ... Ed. –Berlin; Heidelberg; New York; Barcelona;  
Hong Kong; London; Milan; Paris; Tokyo: Springer, 2002

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<http://www.springer.de>  
© Springer-Verlag Berlin Heidelberg 2002  
Originally published by Springer-Verlag Berlin Heidelberg New York in 2002  
Softcover reprint of the hardcover 1st edition 2002

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Hard cover design: Erich Kirchner, Heidelberg  
42/3111-5 4 3 – Printed on acid-free paper

# Foreword

Business has never changed as fast and as radically as at the moment. Business process management is the basis for all major business initiatives like Supply Chain Management (SCM), Customer Relationship Management (CRM), Enterprise Resource Planning (ERP), or Business Intelligence. New component and internet-based software architectures and web services require a solid process management to deliver the expected business success. An effective business process design is the only way to combine software components in a business driven way using new technologies like Enterprise Application Integration (EAI).

However, many organizations still struggle to find the right approach to business process management. After having decided to move forward in a business process oriented way, the question is in many cases HOW to do that. IDS Scheer delivers with ARIS the framework and procedures to meet this challenge successfully and answer the resulting questions.

IDS Scheer has successfully applied its ARIS business process management approach at thousands of organizations worldwide like Intel, Siemens, Air France, or the US Navy. Numerous highly appreciated universities and educational institutions like the University of Pennsylvania, Philadelphia, Widener University, Philadelphia, George Mason University, Washington, or the University of Southern California (USC), Los Angeles, use ARIS as basis for their information systems and business process classes.

This book presents international case studies in various manufacturing and service industries as well as the public sector. Leading organizations explain how they manage their business processes using ARIS. The book shows how to achieve business process excellence in practice.

In addition to this book which has an international focus, especially on North America, we also publish another collection of case studies under the title “ARIS in Praxis” for German speaking countries. Both books have only a minimal overlap.

We would like to thank all authors who contributed to this book. Their willingness to share their lessons learned will help many other organizations. Special thanks also to Carmen Doell who supported this book project in an excellent way from an administrative point of view.

Saarbrücken / Philadelphia, April 2002

Prof. Dr. Dr. h.c. mult. A.-W. Scheer

Dr. Wolfram Jost

Dr. Ferri Abolhassan

Dr. Mathias Kirchmer

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