Jan vom Brocke • Jan Mendling Editors

## Business Process Management Cases

Digital Innovation and Business Transformation in Practice



## **Contents**

Frameworks for Business Process Management: A Taxonomy for Business Process Management Cases	1
Part I Strategy and Governance	
How to Move from Paper to Impact in Business Process  Management: The Journey of SAP	21
Developing and Implementing a Process-Performance Management System: Experiences from S-Y Systems Technologies Europe GmbH—A Global Automotive Supplier	37
Establishment of a Central Process Governance Organization Combined with Operational Process Improvements Christian Czarnecki	57
BPM Adoption and Business Transformation at Snaga, a Public Company: Critical Success Factors for Five Stages of BPM	77
Enabling Flexibility of Business Processes Using Compliance Rules: The Case of Mobiliar	91
Comprehensive Business Process Management at Siemens: Implementing Business Process Excellence	111

People-Centric, ICT-Enabled Process Innovations via Community, Public and Private Sector Partnership, and e-Leadership: The Case of the Dompe eHospital in Sri Lanka Wasana Bandara, Rehan Syed, Bandula Ranathunga, and K.B. Sampath Kulathilaka	125
Fast Fish Eat Slow Fish: Business Transformation at Autogrill Stijn Viaene and Joachim Van den Bergh	149
Part II Methods	
The NESTT: Rapid Process Redesign at Queensland University of Technology	169
Kiss the Documents! How the City of Ghent Digitizes Its Service Processes	187
Application of the Design Thinking Approach to Process Redesign at an Insurance Company in Brazil	205
Collaborative BPM for Business Transformations in Telecommunications: The Case of "3"	235
Process Management in Construction: Expansion of the Bolzano Hospital	257
Exposing Impediments to Insurance Claims Processing	275
Mining the Usability of Process-Oriented Business Software: The Case of the ARIS Designer of Software AG Tom Thaler, Sabine Norek, Vittorio De Angelis, Dirk Maurer, Peter Fettke, and Peter Loos	291
Improving Patient Flows at St. Andrew's War Memorial Hospital's Emergency Department Through Process Mining	311

Part III Information Technology	
CrowdStrom: Analysis, Design, and Implementation of Processes for a Peer-to-Peer Service for Electric Vehicle Charging	337
Enabling Flexible Laboratory Processes: Designing the Laboratory Information System of the Future	361
Managing Environmental Protection Processes via BPM at	201
Deutsche Bahn	381
Hybrid Process Technologies in the Financial Sector: The Case of BRFkredit	397
Business Process Management in the Manufacturing Industry: ERP Replacement and ISO 9001 Recertification Supported by the icebricks Method	413
Why Are Process Variants Important in Process Monitoring?  The Case of Zalando SE	431
Adoption of RFID Technology: The Case of Adler—A European Fashion Retail Company	449
Automate Does Not Always Mean Optimize: Case Study at a  Logistics Company	463
Integrate Your Partners into Your Business Processes Using Interactive Forms: The Case of Automotive Industry Company HEYCO	485
Part IV People and Culture	
Leading 20,000+ Employees with a Process-Oriented Management System: Insights into Process Management at Lufthansa Technik	505
Group	203

"Simply Modeling": BPM for Everybody-Recommendations from the Viral Adoption of BPM at 1&1	521
Supporting Process Implementation with the Help of Tangible Process Models	541
Business Process Modeling of a Quality System in a Petroleum Industry Company	557
Business Process Management in German Institutions of Higher Education: The Case of Jade University of Applied Science Jan Bührig, Thorsten Schoormann, and Ralf Knackstedt	577
Exploring the Influence of Organizational Culture on BPM Success: The Experience of the Pernambuco Court of Accounts	593