

Jan vom Brocke • Jan Mendling
Editors

Business Process Management Cases

Digital Innovation and Business
Transformation in Practice

Springer

Contents

Frameworks for Business Process Management: A Taxonomy for Business Process Management Cases.....	1
Jan vom Brocke and Jan Mendling	
Part I Strategy and Governance	
How to Move from Paper to Impact in Business Process Management: The Journey of SAP.....	21
Corinne Reisert, Sarah Zelt, and Joerg Wacker	
Developing and Implementing a Process-Performance Management System: Experiences from S-Y Systems Technologies Europe GmbH—A Global Automotive Supplier.....	37
Josef Blasini, Susanne Leist, and Werner Merkl	
Establishment of a Central Process Governance Organization Combined with Operational Process Improvements.....	57
Christian Czarnecki	
BPM Adoption and Business Transformation at Snaga, a Public Company: Critical Success Factors for Five Stages of BPM.....	77
Andrej Kovacic, Gregor Hauc, Brina Buh, and Mojca Indihar Stemberger	
Enabling Flexibility of Business Processes Using Compliance Rules: The Case of Mobiliar.....	91
Thanh Tran Thi Kim, Erhard Weiss, Christoph Ruhsam, Christoph Czepa, Huy Tran, and Uwe Zdun	
Comprehensive Business Process Management at Siemens: Implementing Business Process Excellence.....	III
Bartosz Wolinski and Saimir Bala	

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.....	125
Wasana Bandara, Rehan Syed, Bandula Ranathunga, and K.B. Sampath Kulathilaka	
Fast Fish Eat Slow Fish: Business Transformation at Autogrill.....	149
Stijn Viaene and Joachim Van den Bergh	
Part II Methods	
The NESTT: Rapid Process Redesign at Queensland University of Technology.....	169
Michael Rosemann	
Kiss the Documents! How the City of Ghent Digitizes Its Service Processes.....	187
Amy Van Looy and Sabine Rotthier	
Application of the Design Thinking Approach to Process Redesign at an Insurance Company in Brazil.....	205
Jose Ricardo Cereja, Flavia Maria Santoro, Elena Gorbacheva, and Martin Matzner	
Collaborative BPM for Business Transformations in Telecommunications: The Case of “3”.....	235
Thomas Karie and Kurt Teichenthaler	
Process Management in Construction: Expansion of the Bolzano Hospital.....	257
Elisa Marengo, Patrick Dallasega, Marco Montali, Werner Nutt, and Michael Reifer	
Exposing Impediments to Insurance Claims Processing.....	275
Robert Andrews, Moe Wynn, Arthur H.M ter Hofstede, Jingxin Xu, Kylie Horton, Paul Taylor, and Sue Plunkett-Cole	
Mining the Usability of Process-Oriented Business Software: The Case of the ARIS Designer of Software AG.....	291
Tom Thaler, Sabine Norek, Vittorio De Angelis, Dirk Maurer, Peter Fettke, and Peter Loos	
Improving Patient Flows at St. Andrew’s War Memorial Hospital’s Emergency Department Through Process Mining.....	311
Robert Andrews, Suriadi Suriadi, Moe Wynn, Arthur H.M. ter Hofstede, and Sean Rothwell	

Part III Information Technology

- CrowdStrom: Analysis, Design, and Implementation of Processes for a Peer-to-Peer Service for Electric Vehicle Charging**..... 337
Martin Matzner, Florian Plenter, Jan H. Betzing, Friedrich Chasin, Moritz von Hoffen, Matthias Lochte, Sarah Piitz, and Jorg Becker
- Enabling Flexible Laboratory Processes: Designing the Laboratory Information System of the Future**..... 361
Christoph Duelli, Robert Keller, Jonas Manderscheid, Andreas Manntz, Maximilian Roglinger, and Marco Schmidt
- Managing Environmental Protection Processes via BPM at Deutsche Bahn**..... 381
Ingo Ran, Iris Rabener, Jurgen Neumann, and Svetlana Bloching
- Hybrid Process Technologies in the Financial Sector: The Case of BRFKredit**..... 397
Spre Debois, Thomas Hildebrandt, Morten Marquard, and Tijs Slaats
- Business Process Management in the Manufacturing Industry: ERP Replacement and ISO 9001 Recertification Supported by the icebricks Method**..... 413
Jorg Becker, Nico Clever, Justus Holler, and Maria Neumann
- Why Are Process Variants Important in Process Monitoring? The Case of Zalando SE**..... 431
Matthias Schrepfer, Matthias Kunze, Gunnar Obst, and Juliane Siegeris
- Adoption of RFID Technology: The Case of Adler—A European Fashion Retail Company**..... 449
Roland Leitz, Andreas Solti, Alexander Weinhard, and Jan Mendling
- Automate Does Not Always Mean Optimize: Case Study at a Logistics Company**..... 463
Jan Suchy, Milan Suchy, Michal Rosik, and Agnes Valkova
- Integrate Your Partners into Your Business Processes Using Interactive Forms: The Case of Automotive Industry Company HEYCO**..... 485
Bernhard Schindlbeck and Peter Kleinschmidt

Part IV People and Culture

- Leading 20,000+ Employees with a Process-Oriented Management System: Insights into Process Management at Lufthansa Technik Group**..... 505
Mirko Kloppenburg, Janina Kettenbohrer, Daniel Beimborn, and Michael Bogle

“Simply Modeling”: BPM for Everybody-Recommendations from the Viral Adoption of BPM at I&I.....	521
Florian Imgrund, Christian Janiesch, and Christoph Rosenkranz	
Supporting Process Implementation with the Help of Tangible Process Models.....	541
Thomas Russack and Susanne Menges	
Business Process Modeling of a Quality System in a Petroleum Industry Company.....	557
John Krogstie, Merethe Heggset, and Harald Wesenberg	
Business Process Management in German Institutions of Higher Education: The Case of Jade University of Applied Science.....	577
Jan Biihrig, Thorsten Schoormann, and Ralf Knackstedt	
Exploring the Influence of Organizational Culture on BPM Success: The Experience of the Pernambuco Court of Accounts.....	593
Carina Alves, Iveruska Jatoba, George Valenka, and Gloria Fraga	