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.

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