

Preface

Continuously changing customer and market requirements have become a dominating factor in today's global business environment. To be successful, enterprises have to adapt quickly to new opportunities and threats. They have to take smart decisions and execute fast to move effectively from strategy to operations. Innovation and agility become key success factors for organizations aspiring to become high-performance businesses. Process excellence is the glue that holds everything together.

The management of process excellence (MPE) has become the key enabler of high performance. It leads to a functioning "real-time enterprise" acting successfully in a global economy. MPE links enterprise strategy with people and technology to achieve outstanding operational performance. Technologies like service-oriented architectures (SOA) or Web 2.0 support MPE. Knowledge assets in the form of process reference models increase productivity. Emergent processes are addressed through appropriate management approaches. MPE delivers the necessary business process governance for large organizations as well as for small and medium companies. The resulting next-generation enterprise is ready for long-term success, as part of an effective inter-enterprise collaboration. MPE enables high-performance business.

This book "High Performance Through Process Excellence" discusses trends in the field of process management and how they can be applied in private- and public-sector organizations to achieve high performance. It addresses executives and managers as well as educators and students.

For almost 20 years, I have been working in the field of business process management. My experience results from work in many countries, especially the USA, Germany, France, and Japan while I was with IDS Scheer, a software and consulting company focused on business process excellence. I have been involved with large and small organizations in various industry sectors. For more than 10 years, I have taught process-related classes at several universities, mostly in USA, but also in Europe and Japan. I am an affiliated faculty member of the Program for Organizational Dynamics at the University of Pennsylvania and a

faculty member at the Business School of Widener University. These teaching activities helped consolidate my experiences and observations, and forced me somehow to keep my academic knowledge also up to date.

Recently I joined Accenture, which gives me the opportunity to align my expertise in business processes with Accenture's broad experience and continuing high-performance business research. This will ensure that process excellence is a true enabler of high performance for our clients.

I have included in this book some aspects of my three preferred hobbies: jazz, pop art, and food. You will learn for example what business process engineers can learn from jazz musicians. Process governance is applied to restaurant processes. And in the epilogue, I show what pop art has to do with process excellence.

I thank August-Wilhelm Scheer, founder of IDS Scheer, for his outstanding professional, scientific, and personal support. His advice and encouragement have always been of greatest value. Big thanks also to my long year friend and now colleague Martin Braun, as well as to Falko Lameter, CIO of Kaeser Compressors, for many interesting conversations and joint initiatives.

A special thank you for their endorsements of this book goes to Michael Hammer, author of *Reengineering the Corporation*; Bill McDermott, president and CEO of SAP Americas and Asia; Thomas Kurian, senior vice president of Oracle; and Steve Tieman, vice president at Estee Lauder.

Savas Ozatalay, dean of the Widener Business School, and Larry Starr, director of the Program for Organizational Dynamics at the University of Pennsylvania, have helped me to continue my academic work; big thanks to them too. I also thank my former colleagues at IDS Scheer with whom I have had many interesting discussions, especially to Wolfram Jost, Trevor Naidoo, Marc Scharsig, Rafael Blotta, Georg Simon, and Karl Wagner. I am also very thankful for the support and the input from my new colleagues at Accenture, especially Peter Franz, Narendra Mulani, Jim Adamczyk, Brian Wilkinson, Claire Allen, and Terry Corby. Thanks also to Estera Hayes, Chris Burrows, and Phyllis Kennedy for the proofreading, Heidi Brown for formatting the text, and Tom Pepe for helping with some graphical challenges.

Thanks also to Jeff Schaller, a great emerging pop artist, for allowing me to use his painting *Performance Process* in this book. You can see an excerpt on the cover page and the entire painting in the epilogue.

Last, but definitely not the least, I would like to give a very special thanks to my wife Monica. I am sure it was not easy for her to understand why I spent most of my last Christmas vacation with the fine-tuning of this book instead of enjoying the holiday season together. Without her understanding and support, I could not have finished this book project.

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