

Preface

Business Transformation is the talk of the town. Organisations are now facing challenges that are questioning their very reason for existence. Who is our customer, how to serve them, which processes should we install, how do we approach the market, which technological trends could disrupt our sector, ... ? All these are valid questions that need to be answered on a continuous basis if organisations want to stay relevant and at least in tune with the competition.

Now the question that arises is whether BPM will be able to maintain its position as an established management discipline in this type of environment? Originally, BPM was introduced as an instrument for continuous improvement, automation and standardisation. The contemporary business environment, in contrast, calls for resilience, agility and innovative capacity. So we should ask ourselves as BPM academics and practitioners: Is BPM here to stay, and what does it take?

Instead of trying to answer the question ourselves we consulted international experts to consider the challenges for BPM, its future and how it is applied under different circumstances. That is why we present to you this series of 14 short interviews with inspiring practitioners and academics sharing insights into the wonderful world of process and transformation. We are especially glad to have talked to the HR officer of an SME and the head of a governmental agency's Process Innovation Team, to report on areas of application that are largely neglected by researchers and that have their own interpretation of 'process thinking'. With this publication, we wanted to go beyond the typical 'how to implement BPM' stories, and instead approach BPM from various less familiar perspectives such as culture, the employee and customer points of view, and how BPM is perceived in a fast developing BRIC country, namely Brazil. The interviews with the academics are focused on the cross-over of BPM and other knowledge areas such as Business Intelligence, emerging technologies and innovation management. Without being exhaustive, we are confident that these insights will prove both engaging and useful for the reader of this document.

Having studied the field of BPM for some time now at Vlerick Business School, we felt that it was time to help draft the agenda for another era of transformational

thinking. We hope that by picking up this interview book, whether you are a researcher or a practitioner, you will join us in our attempts to achieve the next level of business process excellence.

Enjoy the read and be inspired!

Joachim Van den Bergh
Sara Thijs
Stijn Viaene

Transforming Through Processes

Leading Voices on BPM, People and Technology

Van den Bergh, J.; Thijs, S.; Viaene, S.

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