

Preface and Acknowledgements

Managing processes is important for driving enterprise performance. In order to stay efficient companies need to improve their business processes on a continuous basis. To ensure competitive edge companies need to change radically when new business opportunities occur and when external demands change. Exploitation is about continuous improvement of the existing. Exploration is about radical change. Companies need to do both. However, experience and research show that companies have difficulties managing exploitation and exploration in the same system at the same time. Why is this so difficult, and how can the two development logics be integrated in a mutually supportive manner? This is theme of the book.

To operationalize exploitation in an industrial setting, I use TQM as an approach to continuous process improvement. To operationalize exploration I use BPR as an approach to radical process change. The question of how to integrate the business development approaches that the quality movement and BPR represent is an important enabling factor in the further development and success of other current and actual change concepts such as Business Process Management (BPM). The book contributes to the understanding of the challenges of this integration and ways to accomplish it.

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