
Contents

Part I Introduction

Planning and Scoping Business Process Management with the BPM Billboard	3
Jan vom Brocke, Jan Mendling, and Michael Rosemann	

Part II Cases on Process Technology and Automation

Process Automation at Generali CEE Holding: A Journey to Digitalization	19
Jan Marek, Kurt Blümlein, and Charlotte Wehking	

Sensor-Enabled Wearable Process Support in the Production Industry	29
Stefan Schönig, Andreas Ermer, and Stefan Jablonski	

Enabling Financing in Agricultural Supply Chains Through Blockchain	41
Luise Pufahl, Bridie Ohlsson, Ingo Weber, Garrett Harper, and Emma Weston	

Digital Transformation of Global Accounting at Deutsche Bahn Group: The Case of the TIM BPM Suite	57
Fabian Ludacka, Jean Duell, and Philipp Waibel	

Tracking Energy Efficiency Performance at Clean Energy Solutions	69
Antonio Manuel Gutiérrez Fernández, Freddie Van Rijswijk, Christoph Ruhsam, Klaus Kogler, Anna Shadrina, and Gerhard Zucker	

Industry 4.0 Integration Assessment and Evolution at EVVA GmbH: Process-Driven Automation Through <i>centurio.work</i>	81
Florian Pauker, Juergen Mangler, Stefanie Rinderle-Ma, and Matthias Ehrendorfer	

Managing Agile Business Processes at N-DECT	93
Jens Geiger, Stefan Jablonski, Sebastian Petter, Louis Püschel, and Maximilian Röglinger	

Part III Cases on Process Analysis and Monitoring

- Analysis of the Customer Journey at the Pension Provider APG Using Self-Service and Data Hub Concepts** 111
J. C. A. M. Buijs, R. F. M. Bergmans, and R. El Hasnaoui
- Enabling Process Mining in Airbus Manufacturing** 125
Álvaro Valencia-Parra, Belén Ramos-Gutiérrez, Ángel Jesús Varela-Vaca, María Teresa Gómez-López, and Antonio García Bernal
- Improving the Arthrosis Care Process at Maastricht UMC+: Unraveling Complex and Noncomplex Cases by Data and Process Mining** 139
K. F. Canjels, M. S. V. Imkamp, T. A. E. J. Boymans, and R. J. B. Vanwersch
- Ensemble Deep Learning for Proactive Terminal Process Management at the Port of Duisburg “duisport”** 153
Andreas Metzger, Johannes Franke, and Thomas Jansen
- Accurate Predictions, Invalid Recommendations: Lessons Learned at the Dutch Social Security Institute UWV** 165
Marcus Dees, Massimiliano de Leoni, Wil M. P. van der Aalst, and Hajo A. Reijers
- Realizing the Benefits of Process Improvement: The Case of Queensland University of Technology** 179
Imesha Denagama Vitharanage, Denise Toman, Wasana Bandara, and Rehan Syed
- Part IV Cases on Governance and Strategic Alignment**
- Successful BPM Governance: Insights from Commonwealth Bank of Australia** 195
Wasana Bandara, John C. Merideth, Angsana A. Techatassanasoontorn, Paul Mathiesen, and Dan O’Neill
- On the Role of BPM Governance at “System Group”. The BPM Journey of an Iranian Software Solution Provider** 207
Ahmad Alibabaei
- Making Processes Patient-Centric: Process Standardization and Automation in the Healthcare Sector at Hirslanden AG** 221
Thomas Kuhn, Jenny Bruhin, and Tecwyn Hill
- BPM Adoption at the Industrial Services Provider Bilfinger** 235
Seyed Amir Bolboli, Ludger Hasenauer, and Cristina Cabanillas

Adoption of Globally Unified Process Standards: The Case of the Production Company Marabu	249
Klaus Cee, Iris Bruns, Andreas Schachermeier, and Lena Franziska Kaiser	
A Processes Reference Framework for the Creative and Cultural Industries. The Case of the Puglia Creativa Cluster	261
Angelo Corallo, Mariangela Lazoi, Manuela Marra, Lorenzo Quarta, Aurora Rimini, and Cesare Liaci	
Exploring BPM Adoption and Assessing the Strategic Alignment of Processes at Raiffeisen Bank Kosovo	277
Elheme Azemi and Saimir Bala	
Developing Business Process Architecture at Poland's Ministry of Finance. An Uneasy Journey Toward BPM	289
Renata Gabryelczyk, Artur Grygorowicz, and Agnieszka Bitkowska	
Integrating Hoshin Kanri into Business Process Management: A Holistic Approach at Siemens Electronic Works Amberg	317
Konrad Schießl, Andreas Weigert, and Gunter Beitinger	