August-Wilhelm Scheer
Ferri Abolhassan • Wolfram Jost
Mathias Kirchmer
Editors

Business Process Change Management

ARIS in Practice

Foreword by Michael Hammer

With 123 Figures
and 11 Tables
# Table of Content

**Change Management - Key for Business Process Excellence**
Mathias Kirchmer, IDS Scheer, Inc.
August-Wilhelm Scheer, IDS Scheer AG

**The Change Management Process Implemented at IDS Scheer**
Ferri Abolhassan, IDS Scheer AG

**Change Management with ARIS**
Steffen Exeler, IDS Scheer AG
Sven Wilms, IDS Scheer AG

**Managing Change through Project Management and Process Management**
Kelly Talsma, Quixtar
Trevor Naidoo, IDS Scheer, Inc.

**Information & Communication to Prepare for an ERP Implementation**
Ed Brady, American Meter Company
Marc Scharsig, IDS Scheer, Inc.

**Using ARIS to Design the Future Logistics Enterprise**
Thomas R. Gulledge, George Mason University
Philip Hayes, Teamworks Partners, Inc.
Alexander Lotterer, IDS Scheer, Inc.
Georg Simon, IDS Scheer, Inc.
Process-Centric Approach for ERP Evaluation Using ARIS Methodology in a Midsize Group of Companies

Low Siow Hoon, MMI Holdings Ltd., Singapore
Christian Rieger, IDS-Gintic Pte Ltd., Singapore

Change Management - Health Care Reform in Bulgaria

Boyan Doganov, World Bank "Reform in Health Sector"
Gencho Nachev, National Health Insurance Fund of Bulgaria
Ralf Martin Ester, IDS Scheer Schweiz AG

Slovenian Railways Process Reengineering Project

Peter Lovsin, Slovenian Railways
Josip Orbanic, Slovenian Railways
Miro Sobocan, IDS Scheer Slovenia d.o.o.

Evaluation of Business Processes - Basis for Successfully Changing the Organization of ERA© Ltd., a Slovenian Retail Company

Iztok Pustaticnik, ERA, d.d.

It Pays to be Prepared

Andrej DeveCka, ZSE Bratislava
Vaclav Kalenda, IDS Scheer CZ
Jan Sirotka, IDS Scheer SK

Increasing Process Efficiency at Siemens AG Austria

Maria Beham, Siemens AG Austria
Kurt Broinger, Siemens AG Austria
Walter Obrowsky, Siemens AG Austria
Gabriele Kaltenbrunner, IDS Scheer Austria GmbH
Peter Nattermann, IDS Scheer AG
Florian Schober, IDS Scheer Schweiz AG
Learning Management Processes and Application Architecture for Learning Environments and Virtual Corporate Universities.................................................................217

Wolfgang Kraemer, imc information multimedia communication AG
Peter Sprenger, imc information multimedia communication AG

Case Studies
Business Information Systems Online/Corporate University.......251

Wolfgang Kraemer, imc information multimedia communication AG
Peter Sprenger, imc information multimedia communication AG

Epilog:
Jazz Improvisation and Management.............................................271

August-Wilhelm Scheer, IDS Scheer AG

Appendix: The Authors.................................................................287