

# BOOK REVIEWS

## ARIS- Business Process Frameworks

by August-Wilhelm Scheer  
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Professor August-Wilhelm Scheer, the author of the book, developed a revolutionary methodology called ARIS-ARchitecture of Integrated Information Systems. The relationship between academia and business has enabled Professor A.-W. Scheer to create products based on the ARIS methodology, a universal approach to modelling business processes as a key solution for changing these processes. Every aspect of the business is modelled, investigated and put in relation with all the other parts of the business, with a view at discovering redundancies, unnecessary expenses, inefficiencies and anything that opposes to/hinders a high-quality, profitable set of operations, that together form the activities of a specific business.

Mainly the book "ARIS -Business Process Frameworks" uses ARIS concept to describe business processes and the ARIS House of Business Engineering (HOBE) as a model for business process management. The book is organized in **seven Chapters**, headed by letters: A, B, C, D, E, F.G.

**Chapter A** presents to users the benefits of ARIS for Business Administration and organisational processes, and for developing information systems by using integrated standard solutions, together with the custom applications and componentware assembly.

The basic business process model in ARIS, in **Chapter B**, presents the initial business process model (general business interaction diagram in enterprises), through the responsible entities and their relationships, the output flow, information flow, and finally, the consolidated business process model.

The second Part of Chapter B gives an expanded example process (customer-enterprise-supplier) and presents the generalized business process model, using the flows developed in the ARIS business process: organization flows, target flows, control flows,

output flows, resource flows, human output flows and information flows, with the abstraction levels in modelling (elements-instances, application classes and meta-classes).

**Chapter C** presents, in order to reduce complexity, classes with similar semantic interrelationships, grouped into ARIS views, under the name "ARIS house": function views, organization views, data views, output views and control views/process views. Using a phase model, business descriptions are transformed step by step into information and communication technology objects. The procedural model is described as an "event-driven-process-chain" (EPC), consisting of functions and events, in connection with the ARIS concept.

ARIS House of Business Engineering (HOBE), in **Chapter D**, encompasses the ARIS process architecture by addressing comprehensive business process management, not only from an organisational, but also from an information technology perspective using ARIS-compatible software tools. HOBE has a five-level structure :

- level 1: process engineering;
- level 2: process planning and control;
- level 3: workflow control;
- level 4: application system;
- level 5: framework.

The four levels are linked with one another by feedback loops, and the framework, is consolidated at level 1 through level 4. Frameworks contain information about the system architecture and applications, about the structure of the components and their relationships.

Modelling is presented in **Chapter E**, as the manipulation of elements, using ARIS views, phases, designation and methods, for the purpose of describing business processes. After discussing the basics of general modelling principles, the

author focusses on various issues pertaining to modelling levels, granularity, detailing and different model variants, selecting a variant from an existing underlying model or constructing a variant from generic building blocks.

In **Chapter F**, ARIS is compared with other known concepts: object -oriented modelling, computer integrated manufacturing open system architecture (CIMOSA), and IFIP- Information System Methodology (ISM).

The last Chapter, **Chapter G**, discusses a few selected applications of level 1 of the HOBE, showing how to achieve a maximum real-world benefit from ARIS models. As applications there are presented the following: business process reengineering, the ISO 9000- based quality certification, and knowledge management. Based on the expertise of IDS GmbH, Professor Scheer acquired in a wide range of business process optimization (BPO) projects, there are discussed the phases of BPO: preparatory measures, strategic planning, target concept, design specification, implementation and regular monitoring and continuous process improvement. The ARIS procedural model for BPO is a concept that is not only methodically presented, but also widely proven in practice.

Finally there are discussed the ARIS Model Based ISO 9000 Certification and the use of ARIS Models for Knowledge Management.

The book is the more valuable as it takes the reader into the captivating world of new organisational concepts, into the world of "tools for a change" which is, no doubt, under way, and which eventually will affect the industrial world.

*The Architecture of Integrated Information Systems (ARIS)*, was previously defined by the author as a method, of which importance is now well proven. It is a concept which makes full appeal to IT professionals and industrial and planning people for its promising solutions and for relaxing their "headaches", given the intelligent approach made to an intricate problem.

**Marius Guran**