

Business Process Management Survey 2012

Key findings in Chile from “Estudio Nacional sobre BPM (ENBPM)”

Chapter 1: About BPM Governance

Methodology

- ▶ Universe
 - 46 organizations having a BPM Area, with operations in Chile.
- ▶ Sample
 - 26 organizations.
- ▶ Web Survey
 - April - May 2012.
 - Online survey.
 - 36 questions.

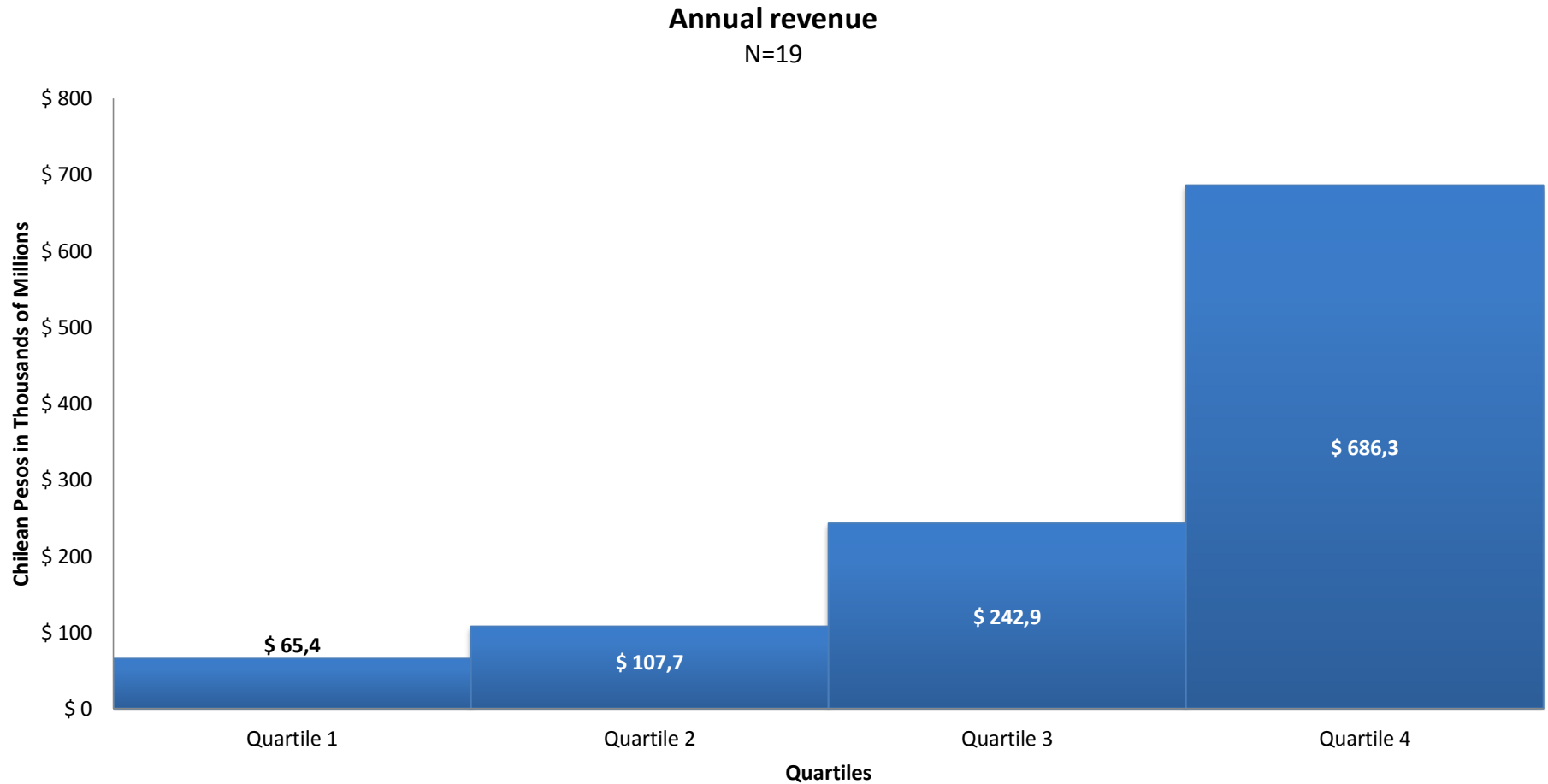
BPM Area

- ▶ BPM: *Business Process Management*
 - Holistic management approach, focused on activities and event flows, that organizations execute in order to fulfill their goals.
- ▶ We consider that an organization has a BPM Area when it exists **at least one employee** with exclusive dedication to these specific topics.

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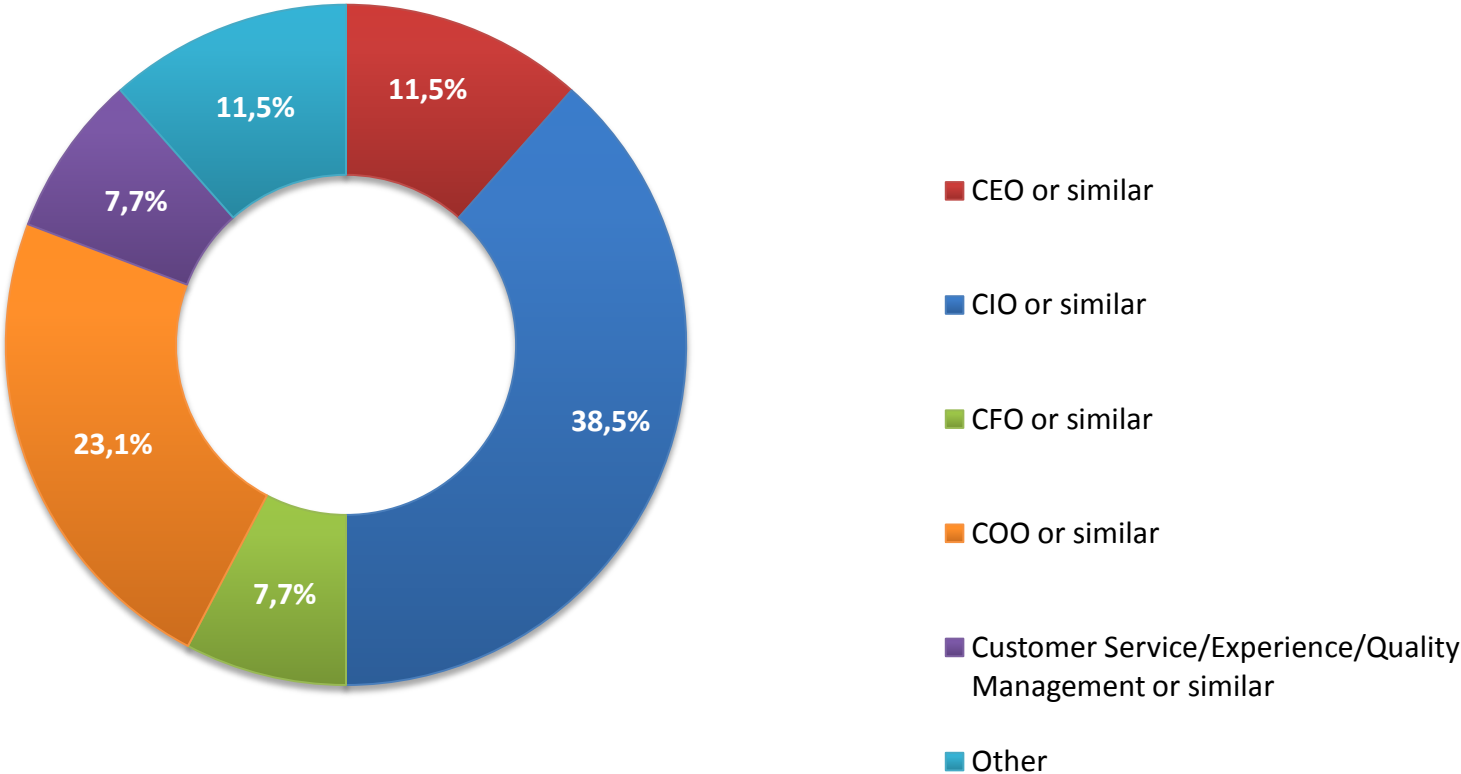
- ▶ **Organization profile**
- ▶ CPO profile
- ▶ BPM Area profile
- ▶ BPM towards business

“There are BPM areas in different size companies”



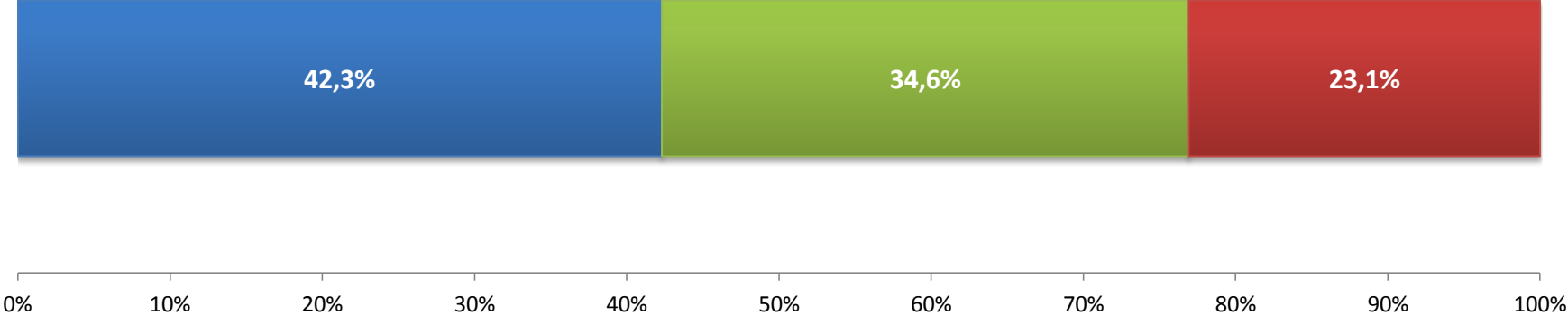
“Responsibility over BPM appear in different places inside the business”

Hierarchical dependency of BPM Area
N=26



“Most surveyed organizations show a significant or strategic level of commitment”

Level of organization commitment with BPM initiatives
N=26



- There is an initial commitment, limited to a few relevant processes
- There is a significant commitment, involving several critical business processes
- There is strategic commitment, involving all critical business processes

“BPM focus change over time”

Organization goals supported by BPM (3 main goals)

N=26

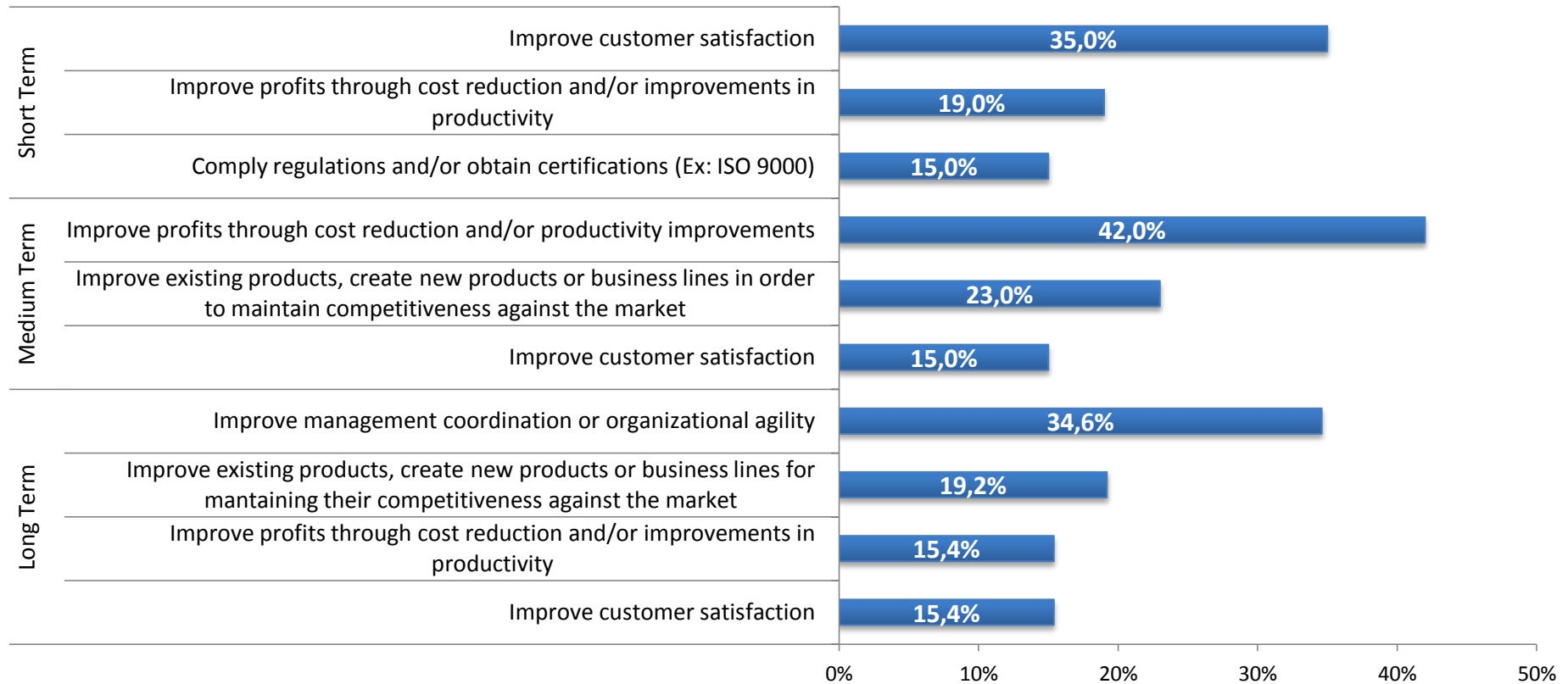


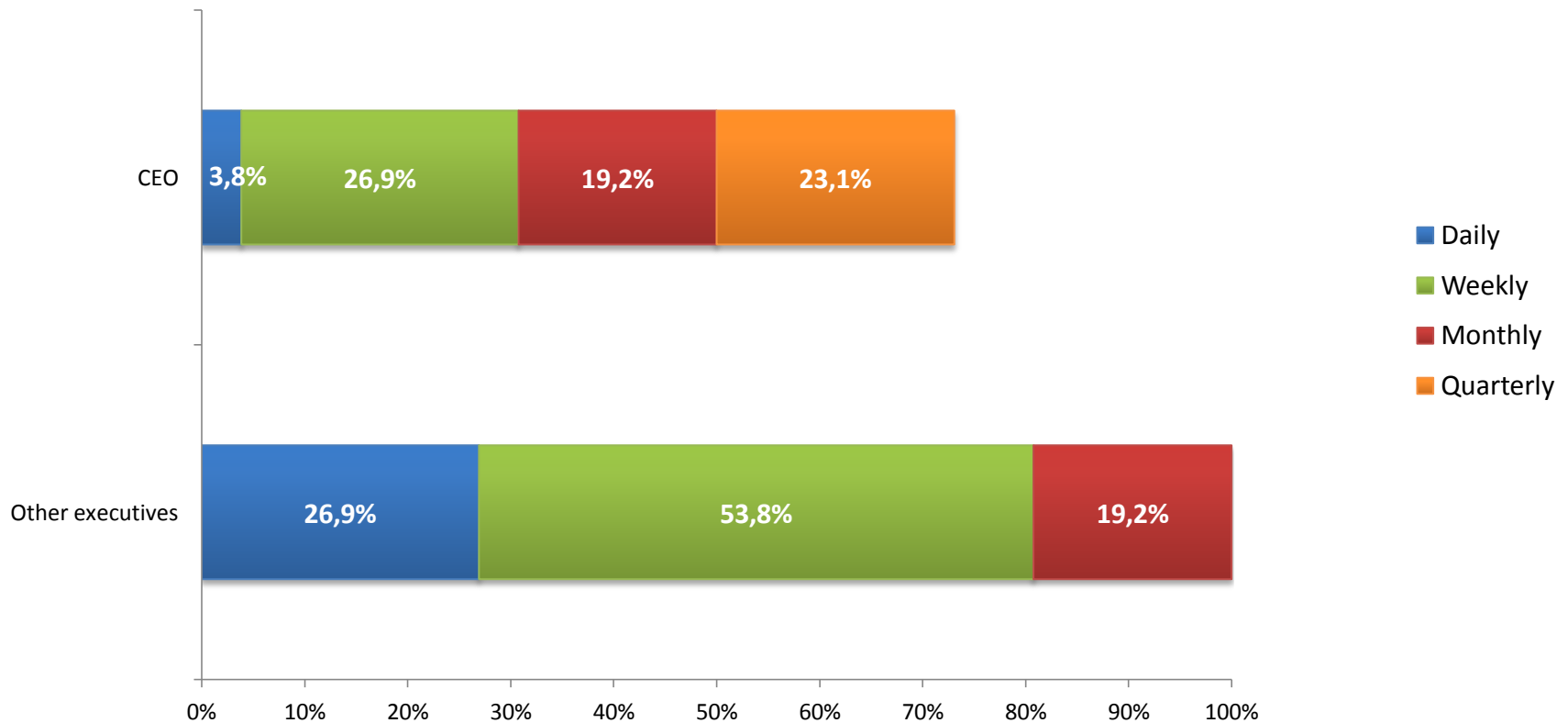
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- ▶ **CPO profile**
- ▶ BPM Area profile
- ▶ BPM towards business

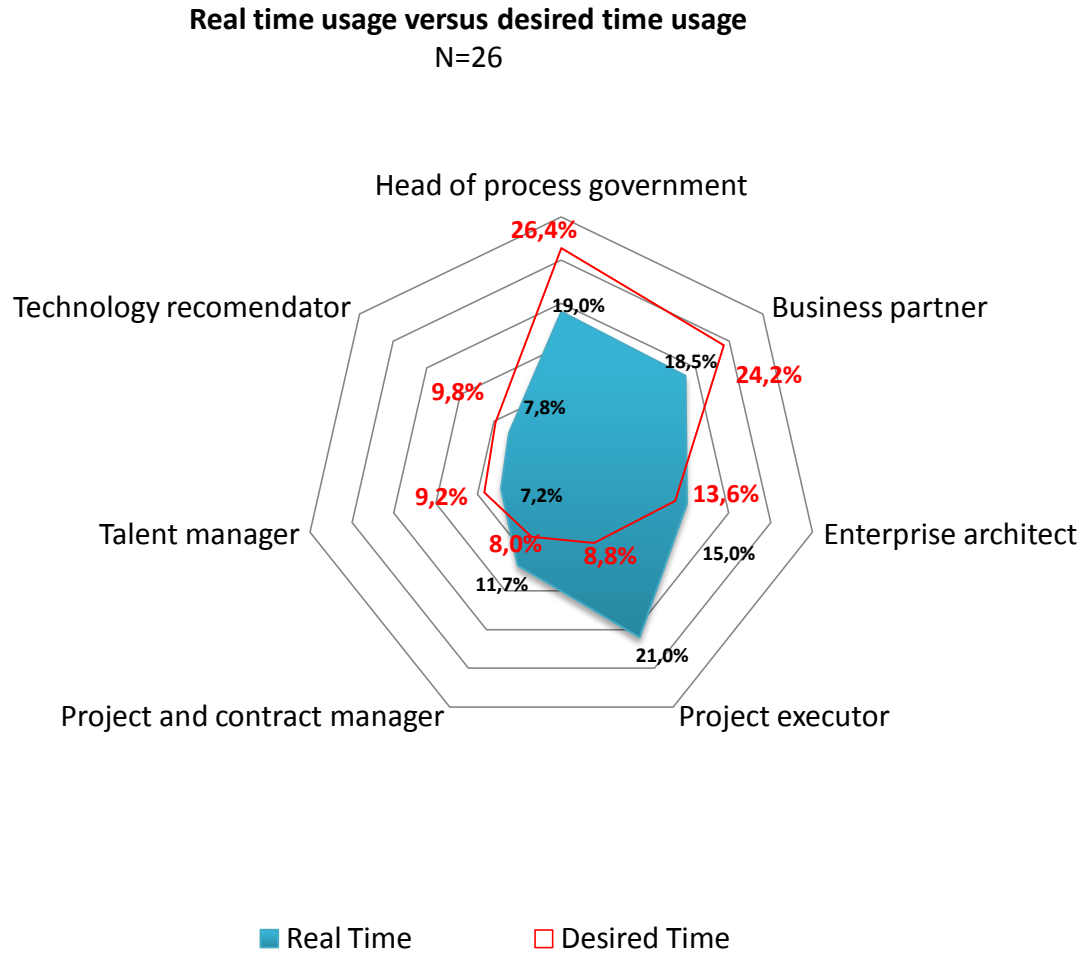
“The CPO is involved in business decision making”

Frequency of meetings with executives

N=26



“The CPO must still develop his business role”



“BPM areas are relative newcomers inside their companies”

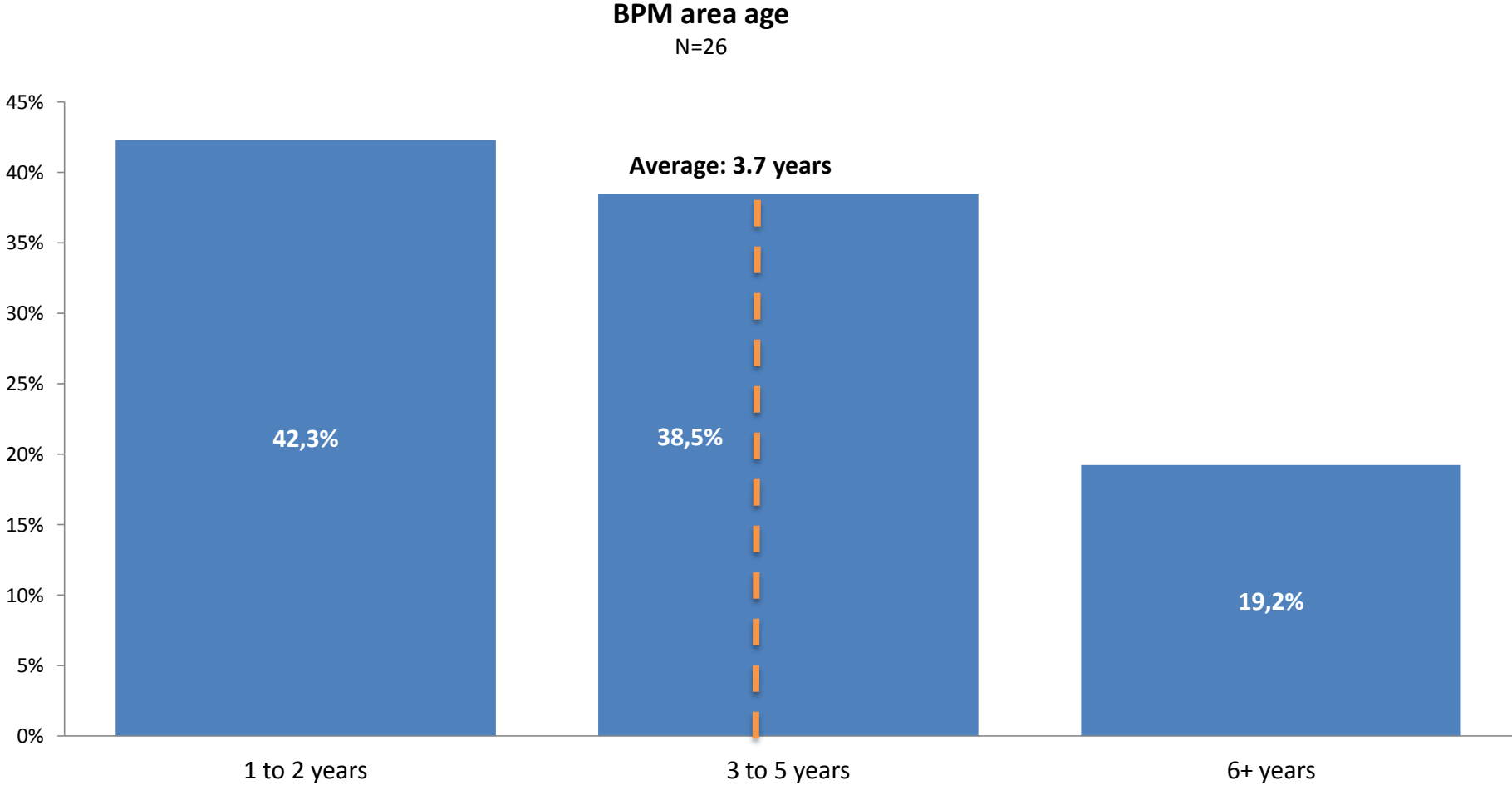
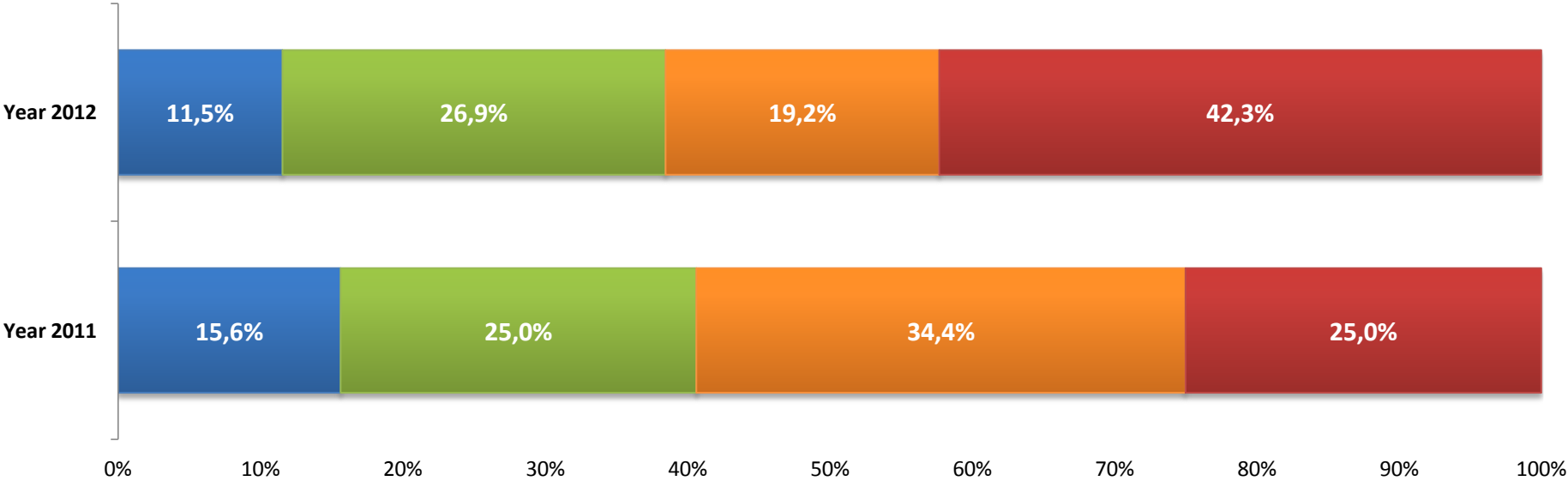


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- ▶ CPO profile
- ▶ **BPM Area profile**
- ▶ BPM towards business

“The number of BPM Areas who have a formal development plan is growing up”

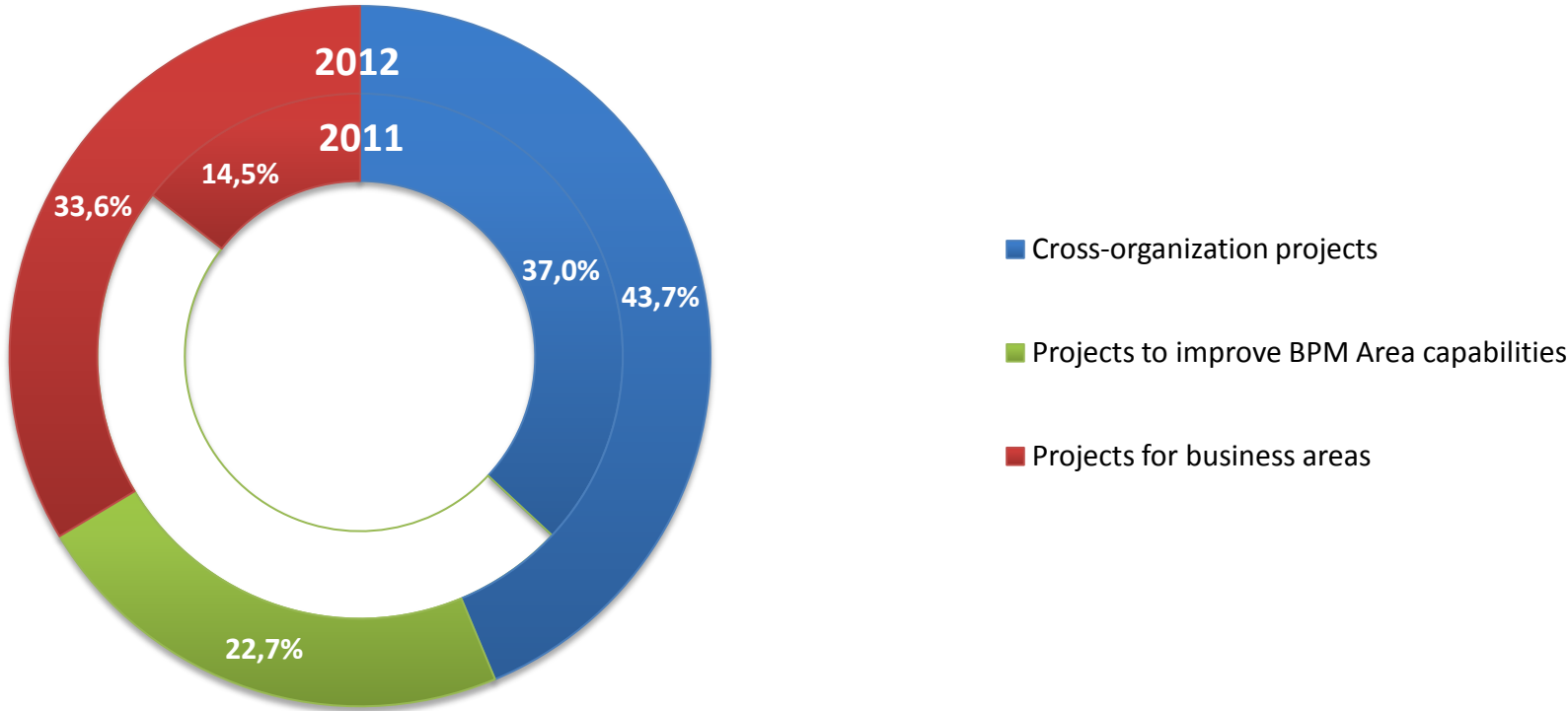
Development plan for Process Area
N=32



- There isn't a defined development plan for the area
- There is an informal (not detailed) development plan, that considers only the present year
- There is a formal development plan that considers only the present year
- There is a development plan that considers the next 3 years or more

“BPM budget is mainly destined to corporate-level projects”

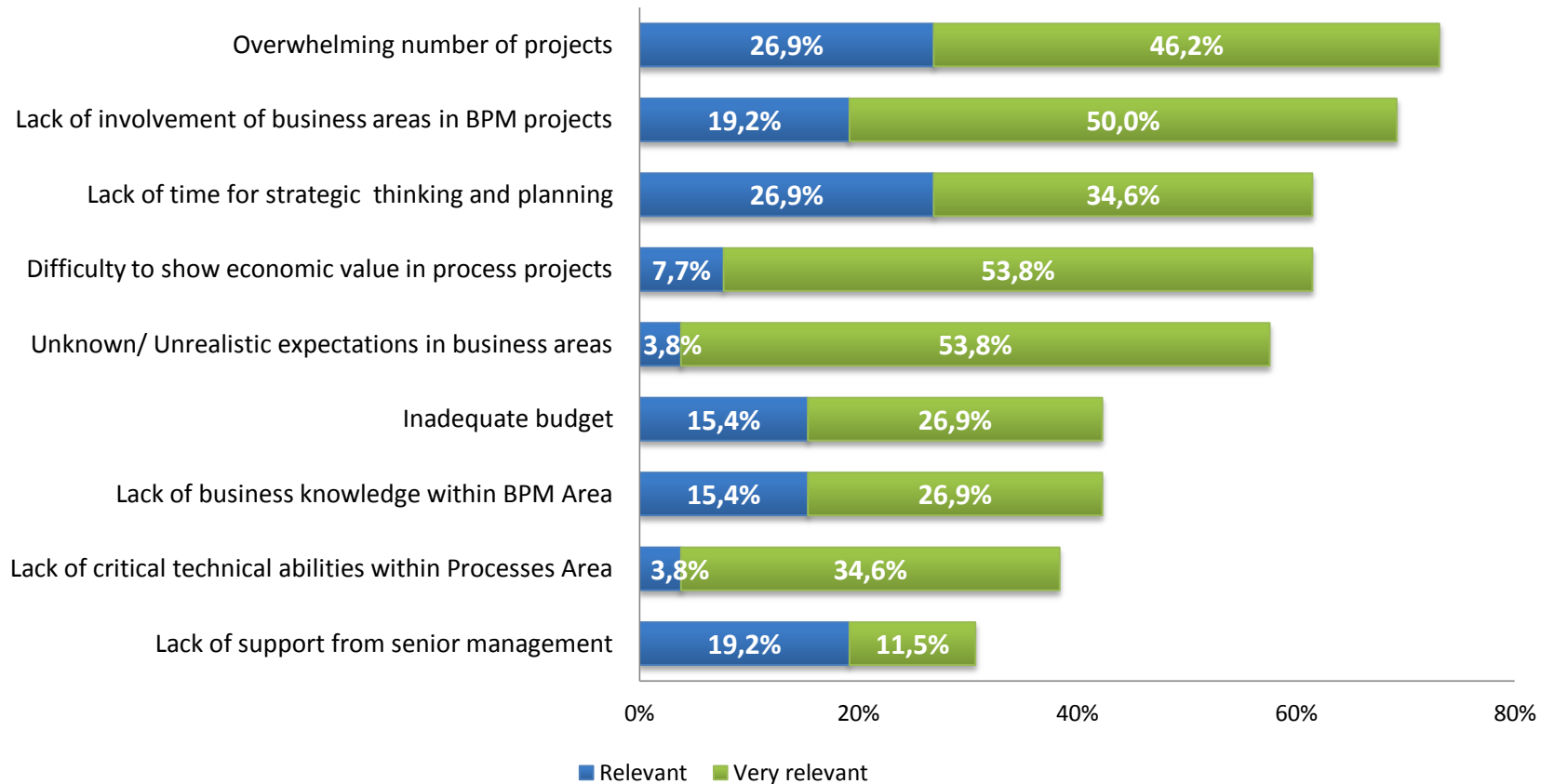
BPM Budget distribution
N=26



“Process Management is still facing many barriers”

Problem relevance within BPM Area

N=26



“Processes Areas are structured in 2 ways”

Number of people in BPM roles

Structure of an
emerging area

N=16



Structure of an
established area

N=8

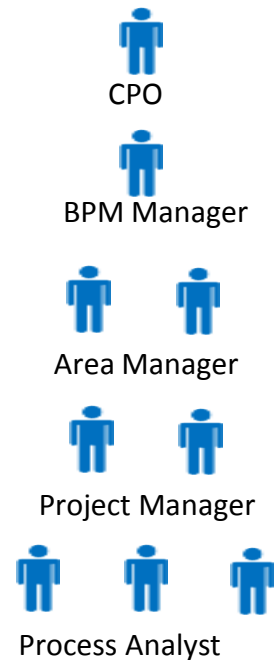


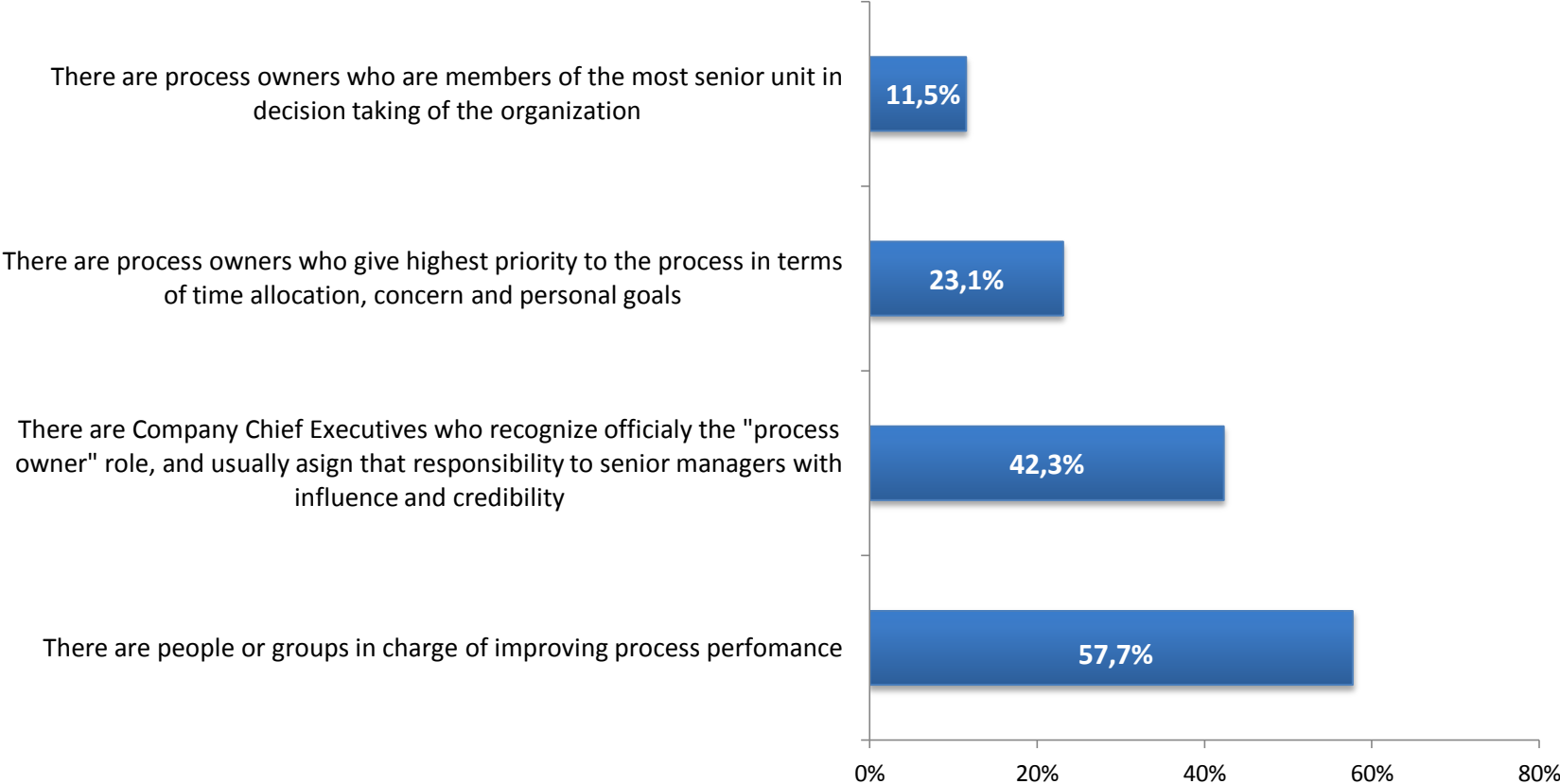
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- ▶ BPM Area profile
- ▶ **BPM towards business**

“Process governance is a challenge, in order to obtain BPM sustainability”

Process owners situation

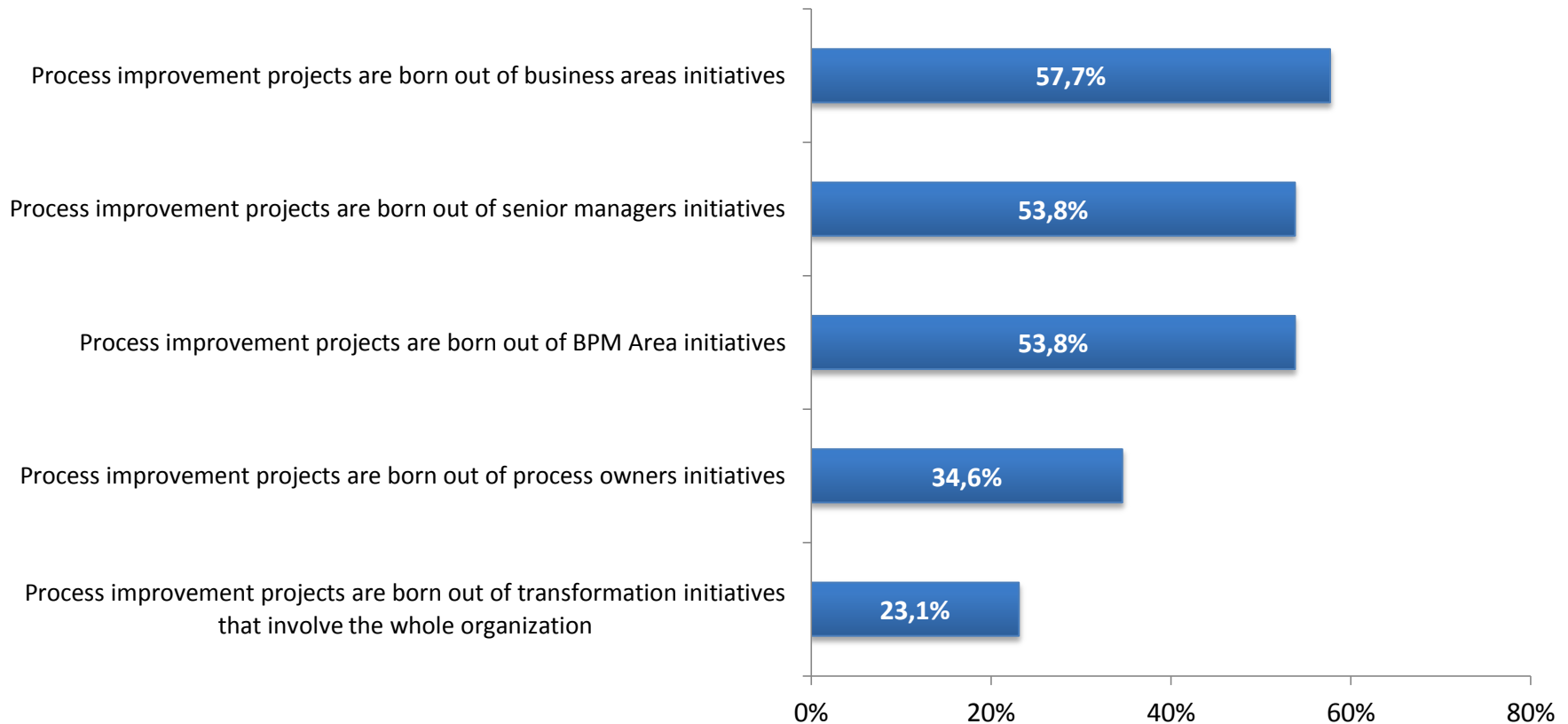
N=26



“Improvement projects can arise from multiple sources”

Process improvement project gathering mechanisms

N=26



Main challenges

- ▶ CPO must improve its strategic positioning and become a decision maker in the organization.
- ▶ All BPM areas must have a development plan that promotes the advancement in process management for the entire organization.
- ▶ BPM Area is still in its initial stage for organization process development. The challenge is to maintain the course and leave this situation behind.
- ▶ Process owner concept must be integrated correctly, in order to grant authority to the ones that hold this role.