Business Process Modeling: Perceived Benefits

Business process modeling (BPM) is an essential approach for organizations wishing to improve or manage their business processes. It enables the activities, events and control logic of current or future processes to be represented graphically. These models also integrate additional information such as objectives, risks and performance measures. As such, they are considered key tools for the analysis and design of process-oriented information systems, documentation and organizational re-engineering, as well as the design of service-oriented architectures.

Globalization, recent economic turbulence and regulatory imperatives have amplified interest in business process management and the modeling that goes with it. A recent study points out that process modeling is at the heart of many conceptual modeling objectives. This trend is reflected in the growing demand for process modeling training in markets such as Australia, as well as the growing popularity of BPMN notation. These observations reflect the growing importance of process modeling worldwide.

Large-scale process modeling, particularly at enterprise level, requires significant investment in tools, methodologies, training and execution. It also requires in-depth business cases. Professionals find it difficult to secure senior management support for these initiatives, often unable to quantify the benefits of process modeling. Despite significant advances in this field, the value of process modeling remains difficult to demonstrate, limiting its adoption. This gap represents a major challenge for the launch of initiatives, as decisions need to be based on net benefits perceived by each stakeholder. Thus, a Delphi study aims to explore perceptions of the benefits of process modeling, representing a crucial first step in this process.

The main objective of this study is to identify and explore the key benefits of process modeling. In answering this question, the study aims to provide guidance to organizations on the major expectations of process modeling, as well as to identify implications for the development of guidance, tools and for future research in this area. To this end, a Delphi study is being undertaken with three key stakeholder groups: business process modeling academics, business process modeling practitioners, and suppliers of business process modeling software tools and consulting services. The aim is to identify the most persuasive benefits associated with business process modeling initiatives, to reach a consensus on these benefits, while discerning differences in perception between the three stakeholder groups.