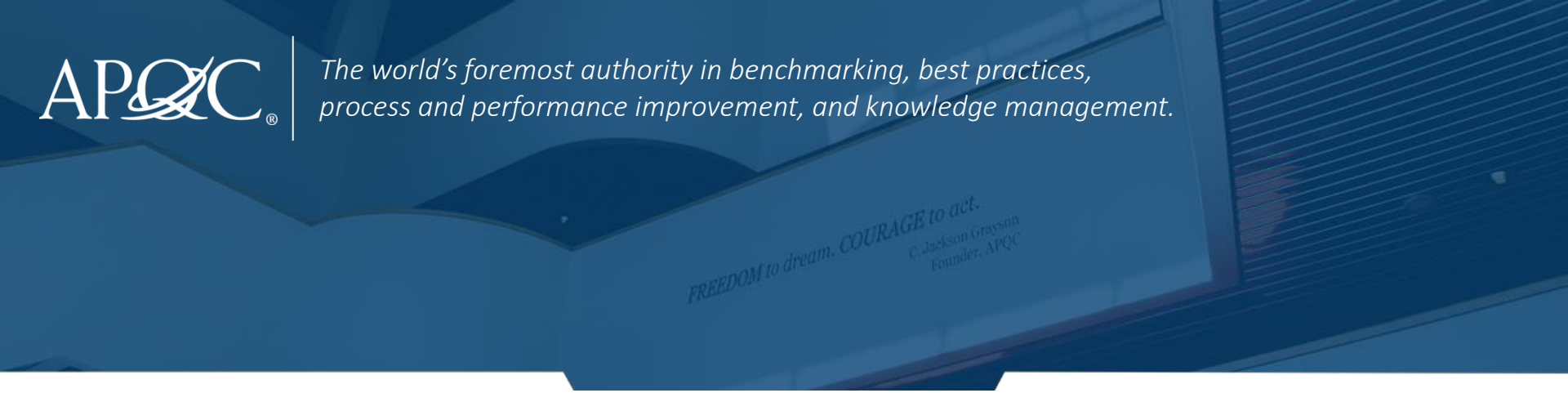

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The world's foremost authority in benchmarking, best practices, process and performance improvement, and knowledge management.

BUSINESS PROCESS MANAGEMENT

Maturity Assessment Benchmarks: *Cross Industry*

Updated February 2019

ABOUT THIS RESEARCH

This presentation is prepared with data from APQC's Business Process Management Maturity Assessment Tool (BPM MAT). The BPM MAT allows organizations to assess their level of process management maturity. It offers direction about which steps are required to move to the next level.

This article highlights benchmarks for organizations process management practices and maturity level in:

- governance,
- measures
- process improvement , and more.

There were a total of 645 valid respondents to the assessment.

For a quantitative assessment of your organization’s maturity level check out the **Business Process Management Maturity Assessment Tool (BPM MAT).**

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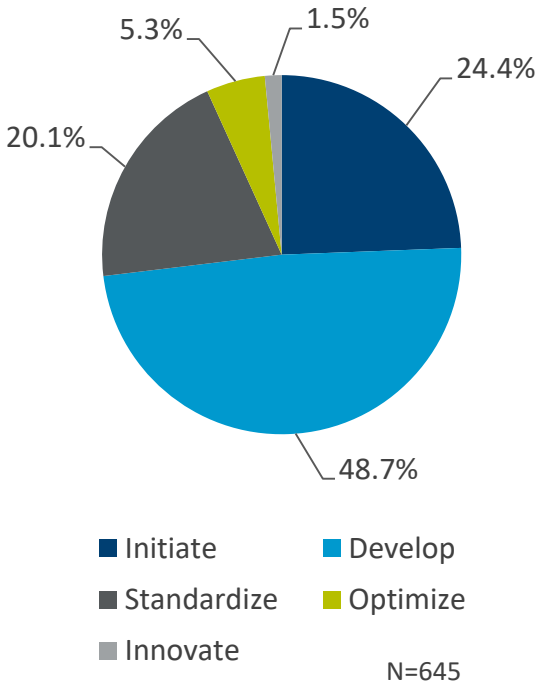
BPM MATURITY LEVELS

Almost half of the respondents** (48.7%) **indicate their process management maturity level is developed.



APQC's Using Process Management Maturity Models provides the basis for defining the five maturity levels as:

1 Initiate—no organized processes, all processes are ad hoc, and success typically depends on skillful employees rather that standardized processes.

2 Develop—some organized processes and projects are planned, standardized, and measured. The established process management discipline helps to ensure that existing practices are retained and that projects are performed and managed according to documented plans.

3 Standardize—most process are organized, defined, understood, and documented through procedures, tools, and methods. Standards, descriptions, and tasks stem from enterprise-wide processes, are performed consistently across the organization, and are managed with acknowledgement of interrelationships. Processes are qualitatively predictable, but generally there are no measurements to enforce it.

4 Optimize—sub-processes contribute to overall performance and are controlled using statistical and other quantitative techniques. Performance measures are based on the needs of the customer, end users, organization, and process implementers. Process variations are identified and corrected, and performance is both controlled and predictable.

5 Innovate—processes are continually improved based on quantitative measures of common causes of variation in processes. Quantitative process-improvement objectives are established, revised, and used to manage process improvement. Improvements are evaluated against organizational objectives, and an empowered workforce executes them.

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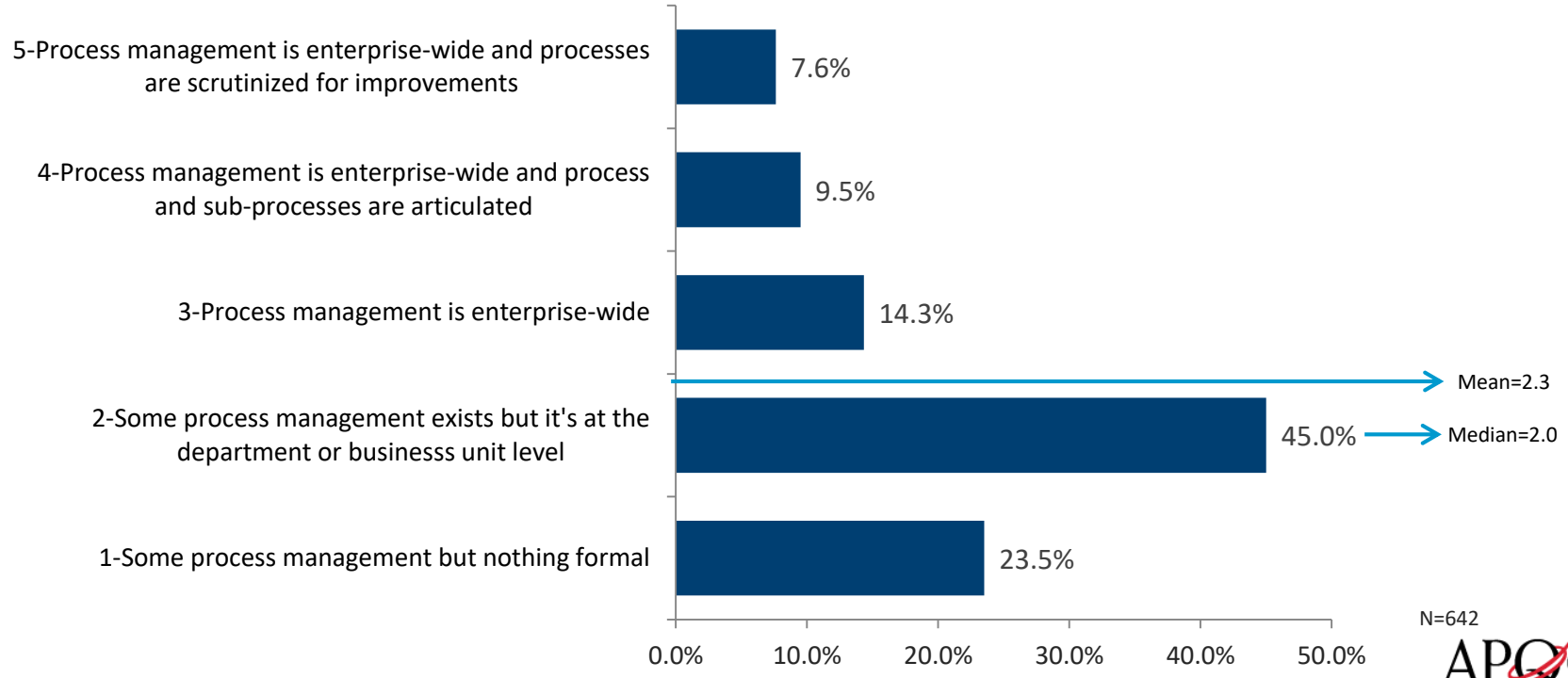
PROCESS MANAGEMENT

Most organizations restrict their process management efforts to the department or business unit level.

How is process management currently operating in your organization?



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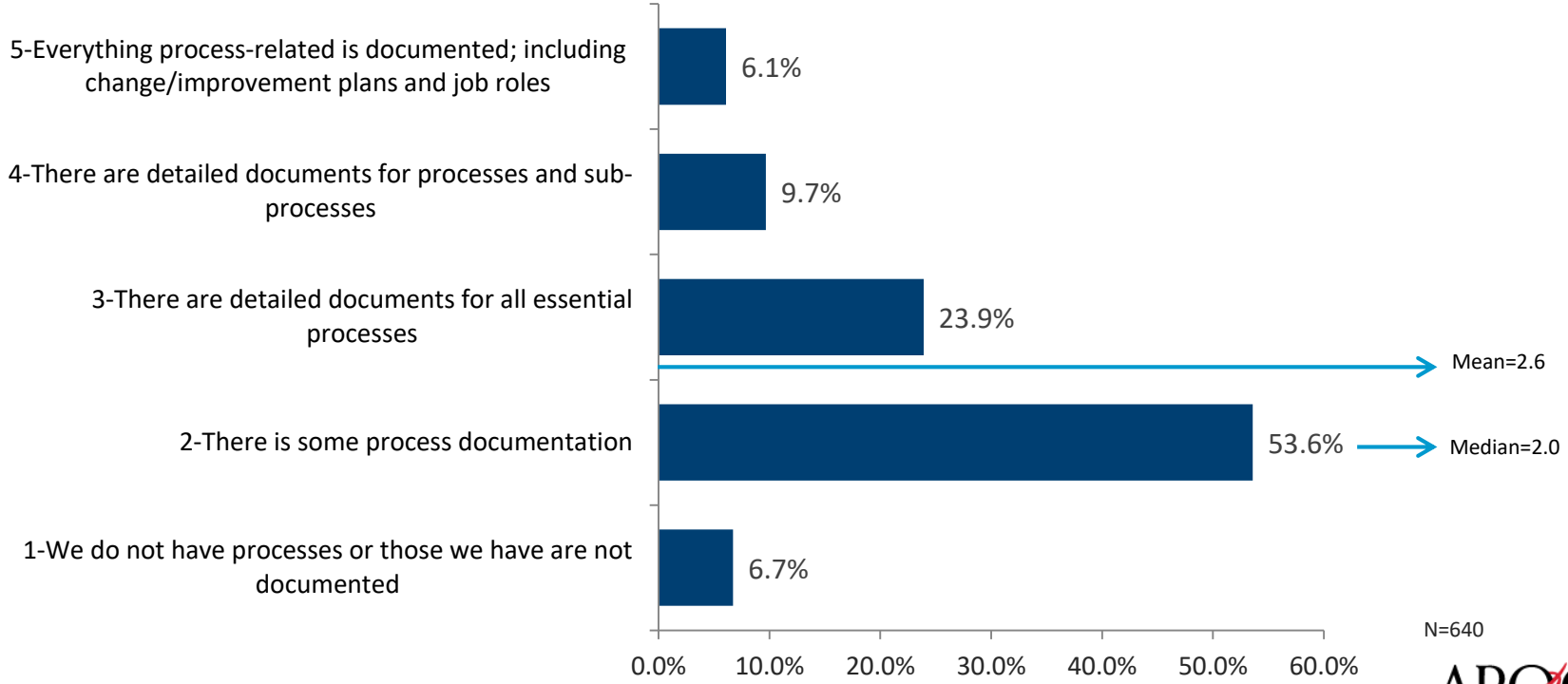
PROCESS DOCUMENTATION

The majority of organizations stymie their process efforts with limited process documentation.

To what extent are processes documented in your organization?



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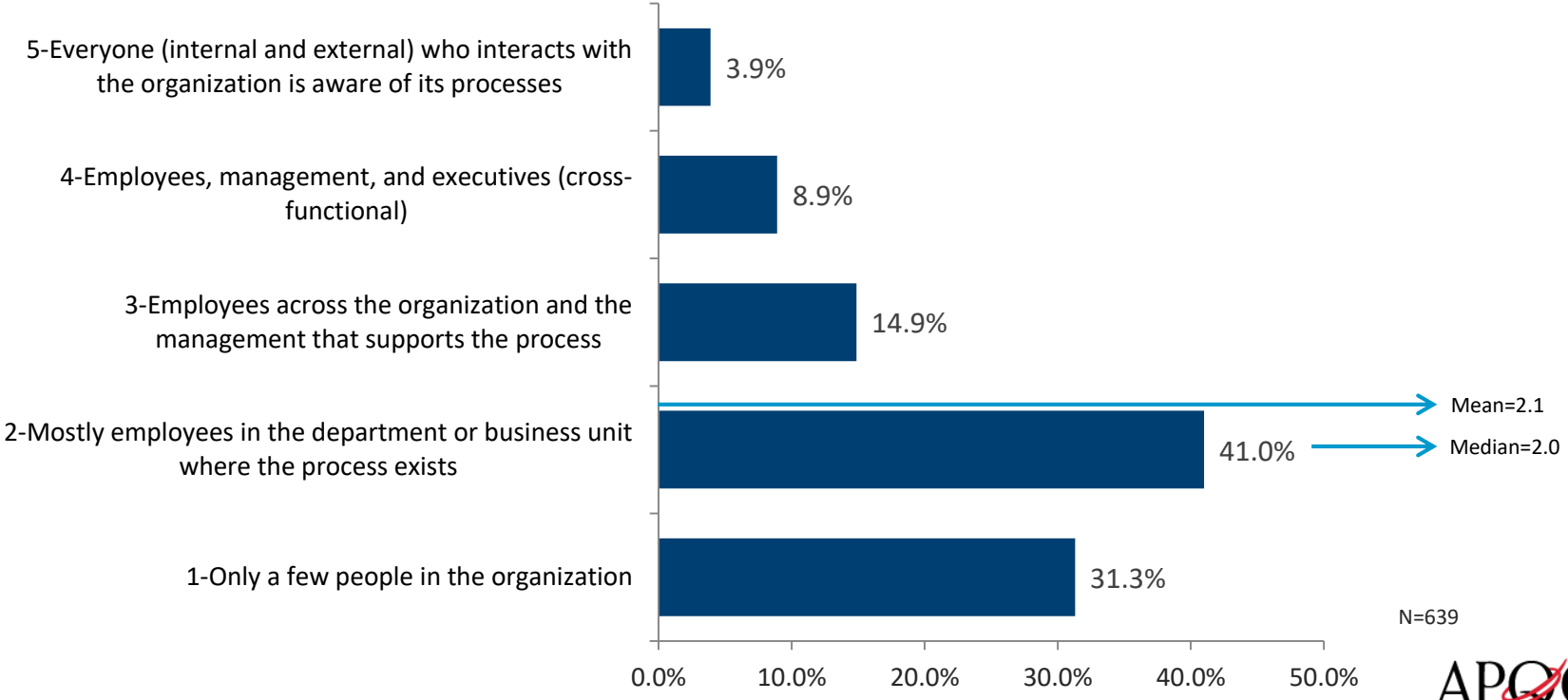
TRANSPARENCY

Process management concepts are limited to business unit applications.

Who has visibility into or understanding of process management in your organization?



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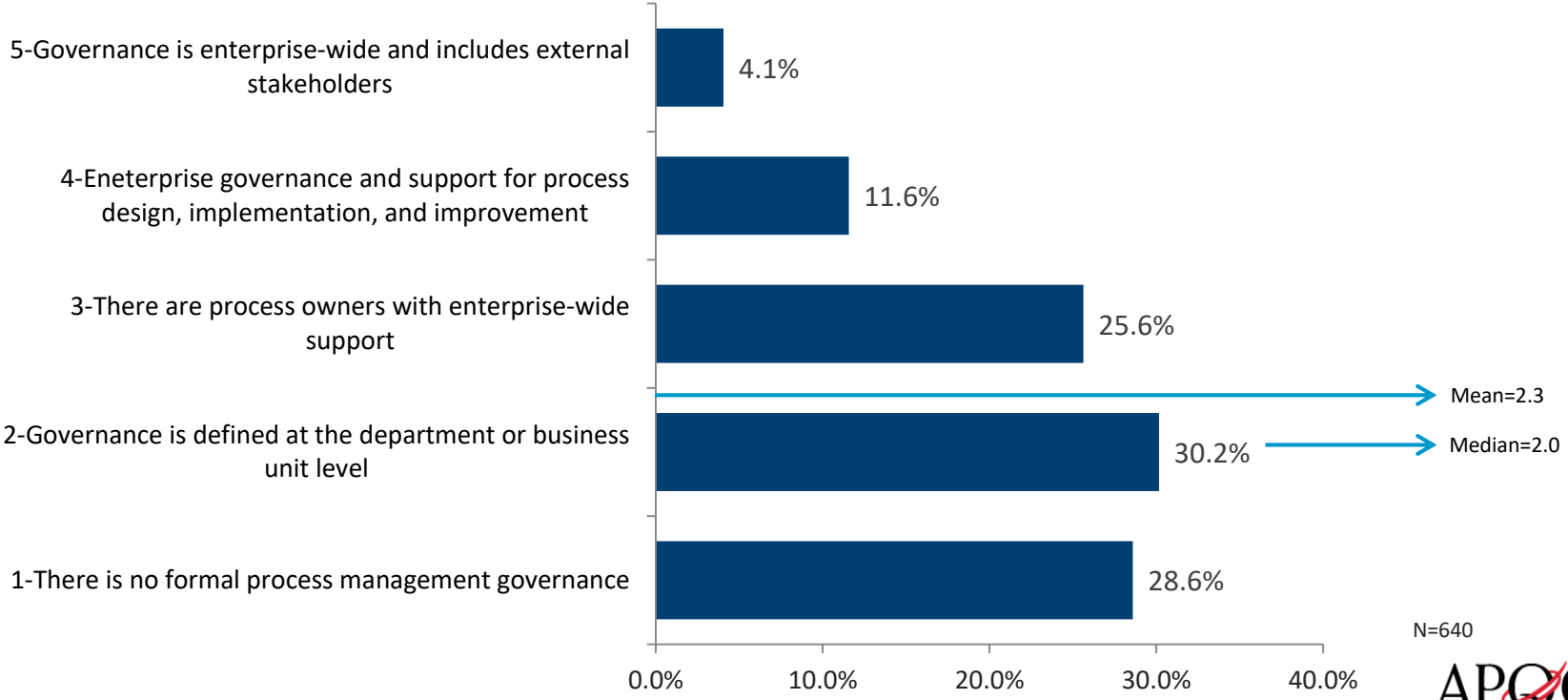
PROCESS GOVERNANCE

Governance is typically defined at the business unit level, if at all.

Who has governance over process management in your organization?



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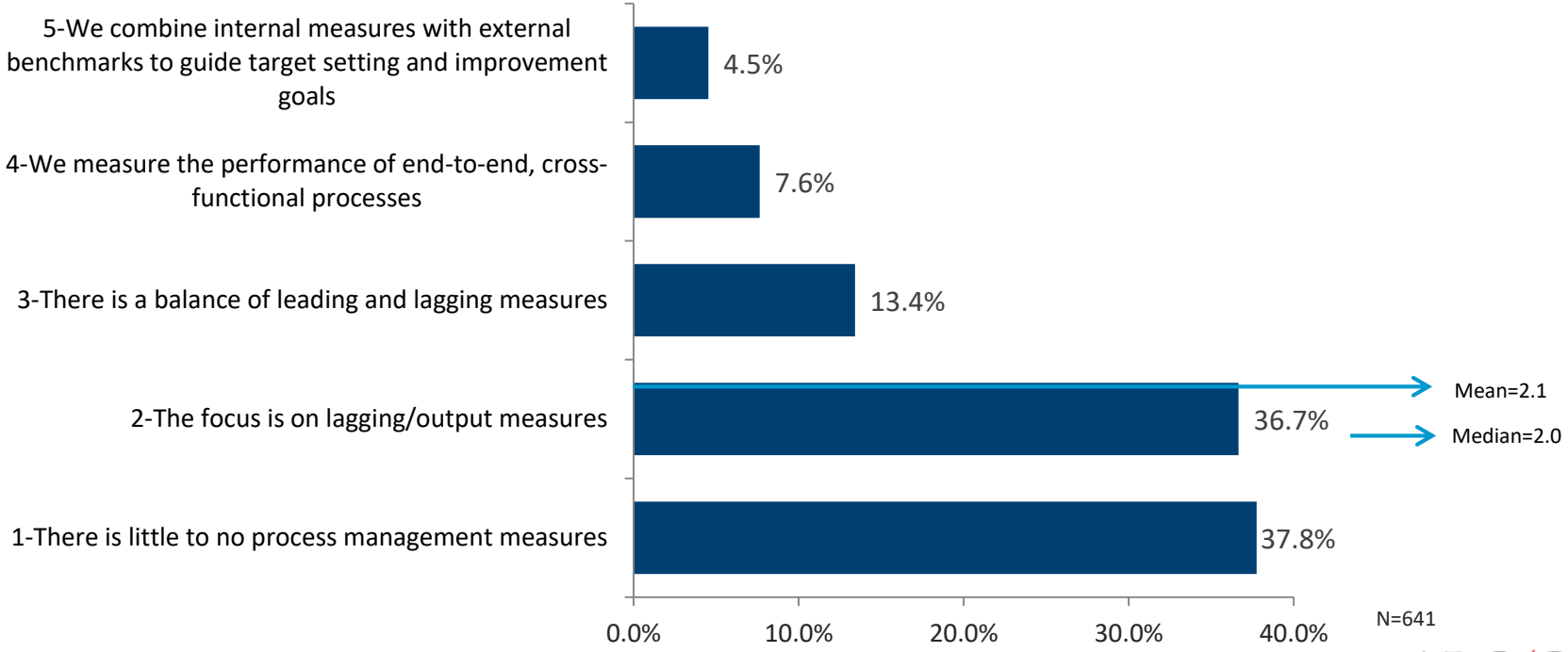
PROCESS PERFORMANCE MEASURES

Most organizations either don't measure their processes or rely solely on lagging indicators.

How does your organization use metrics to measure its process performance?



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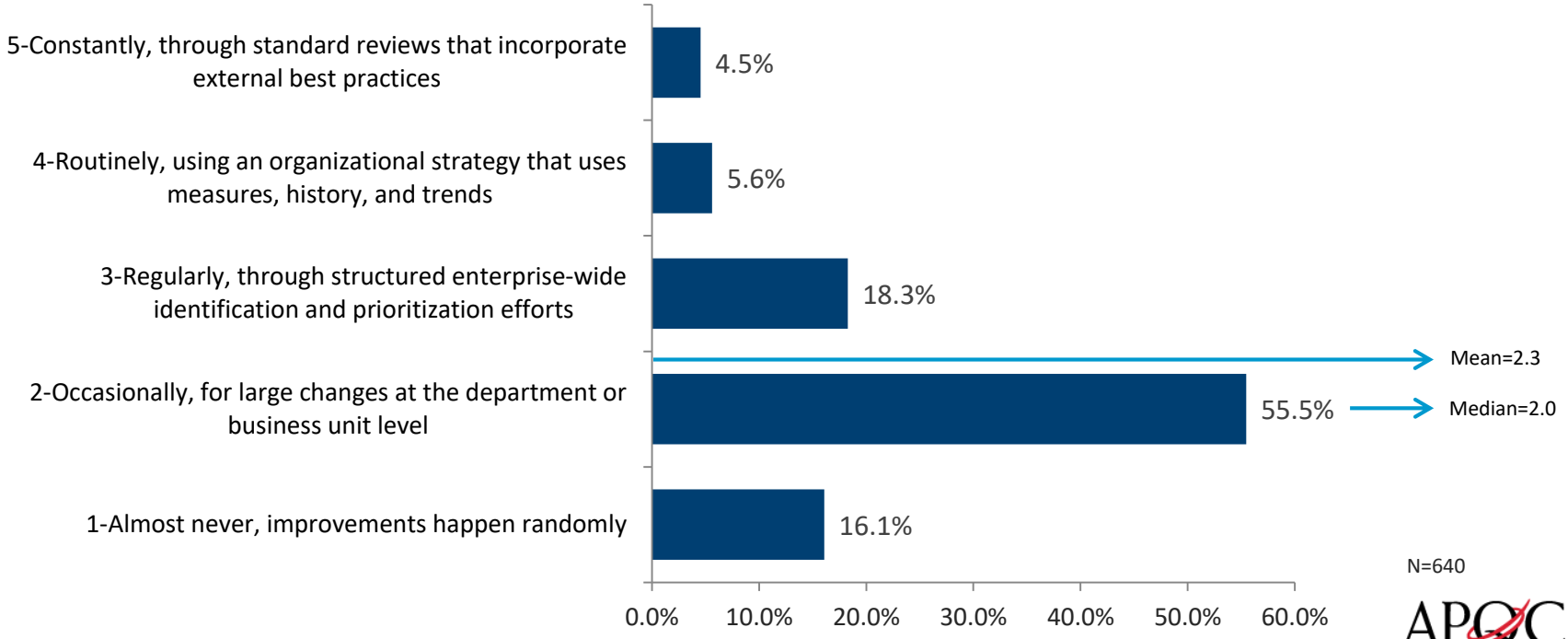
PROCESS IMPROVEMENTS

The majority of organizations identify process improvement opportunities as a side effect of business or department projects.

How often do you identify improvement opportunities for your processes?



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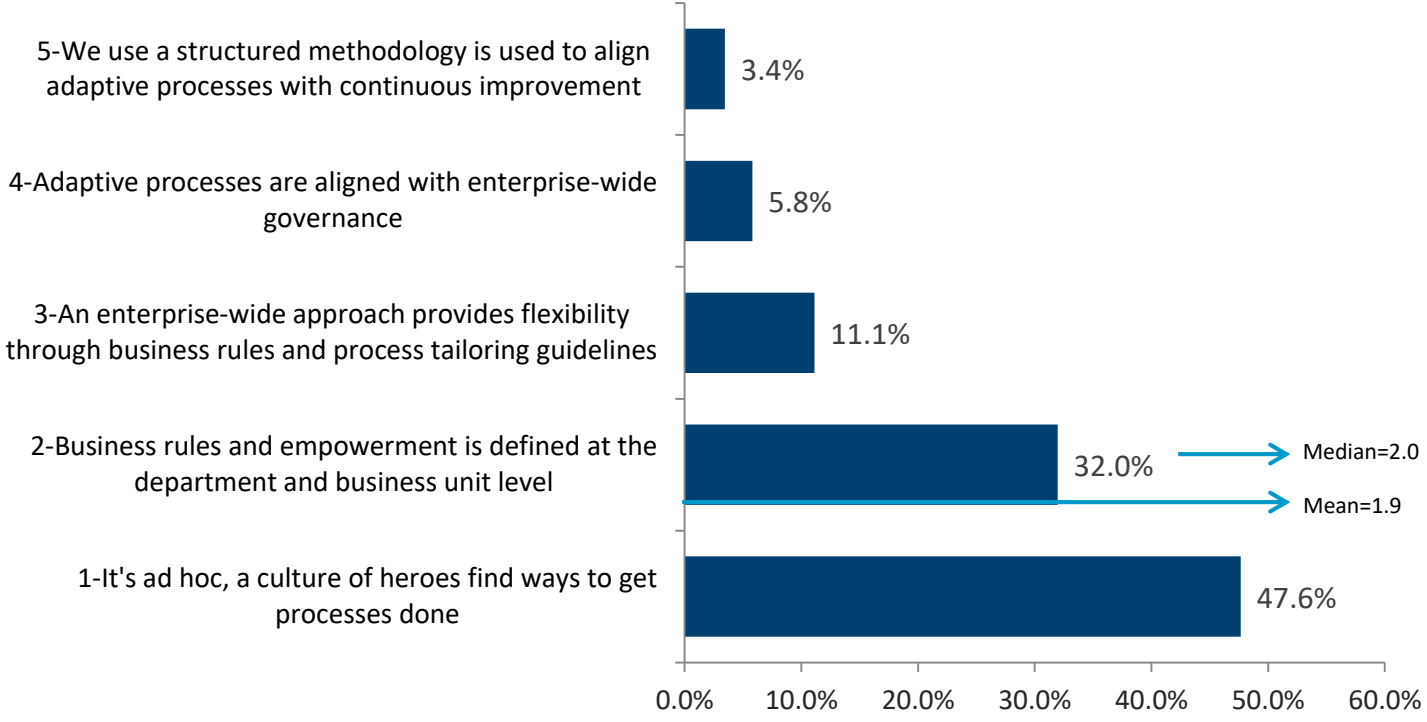
FLEXIBILITY AND PROBLEM SOLVING

Organization tend to rely on heroics by subject matter experts to deal with process anomalies.

How does your organization respond to the need for agility or deal with process anomalies?



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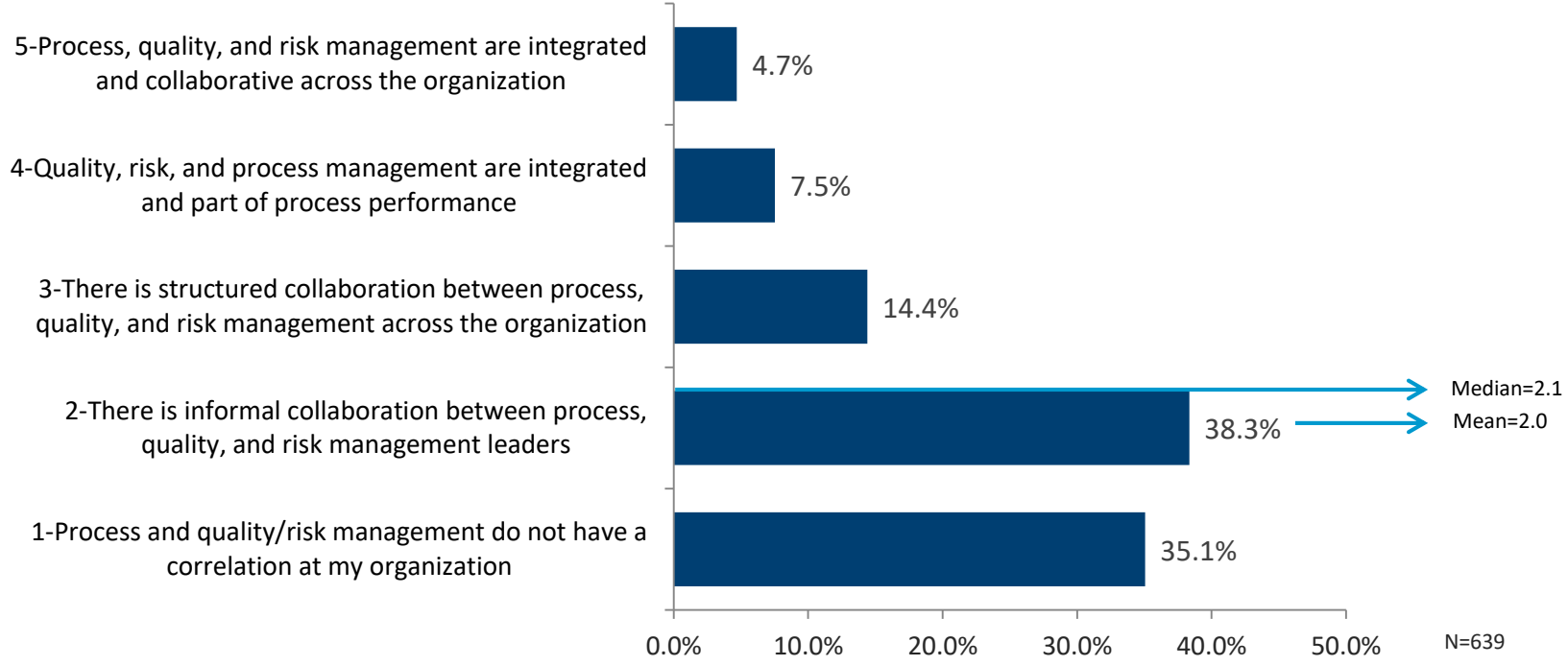
PROCESS, RISK, AND QUALITY

Organizations rarely formalize their process, risk, and quality management teams collaborations .

What is the relationship between process management and quality/risk management at your organization?



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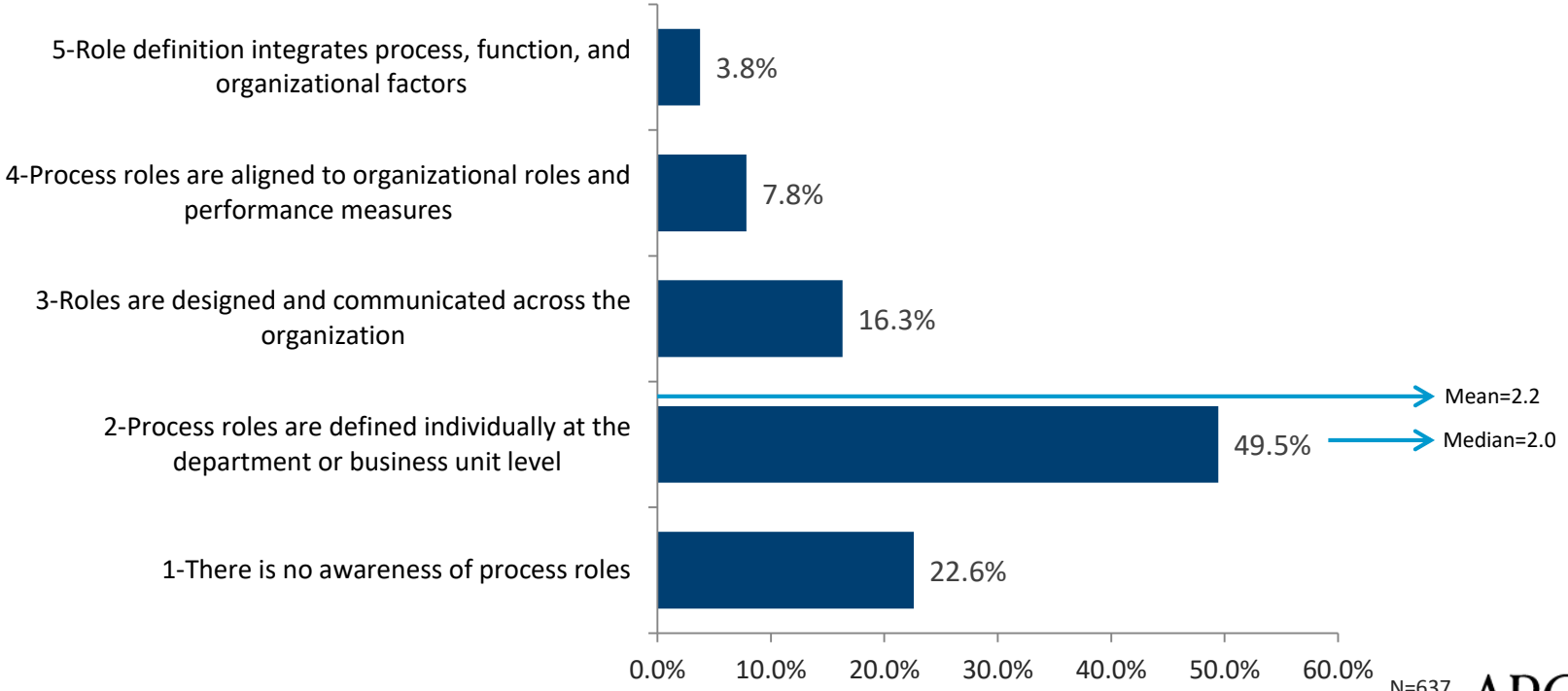
ROLE CREATION

Almost half of organizations delimit their process roles within business silos.

How does process management contribute to job role creation and understanding?



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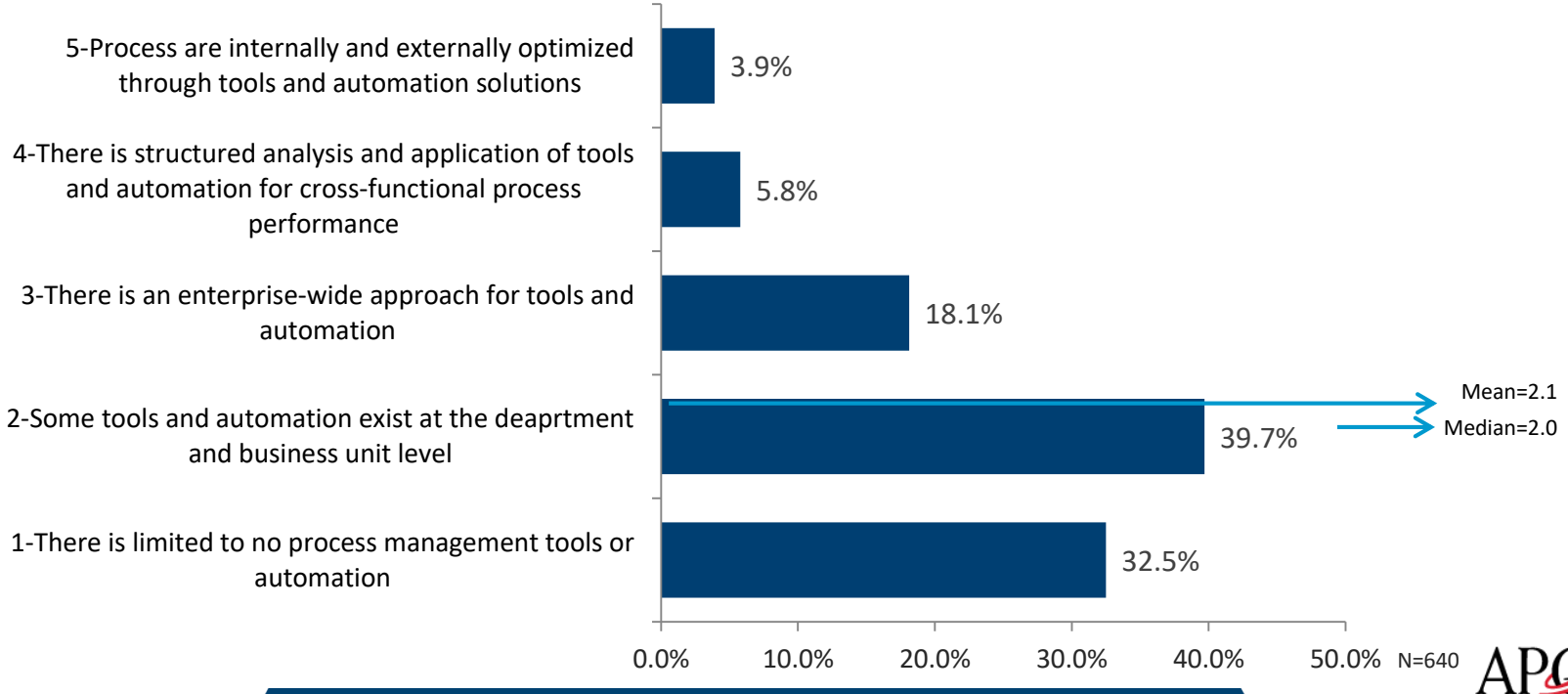
TOOLS & TECHNOLOGY

Most organizations process tools and automation efforts are restricted to the business unit-level and consequently miss out on enterprise-wide benefits.

How does your organization leverage process management tools and technology?



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CONTACT US

Holly Lyke-Ho-Gland
Principal Research Lead
hlykehogland@apqc.org

Lochlyn Morgan
Research Analyst
lmorgan@apqc.org

The world's foremost authority in benchmarking, best practices, process and performance improvement, and knowledge management.

123 N. Post Oak Lane, Third Floor | Houston, TX | 77024 | apqc.org