

The *future* of business process management

Benchmark analysis based on survey





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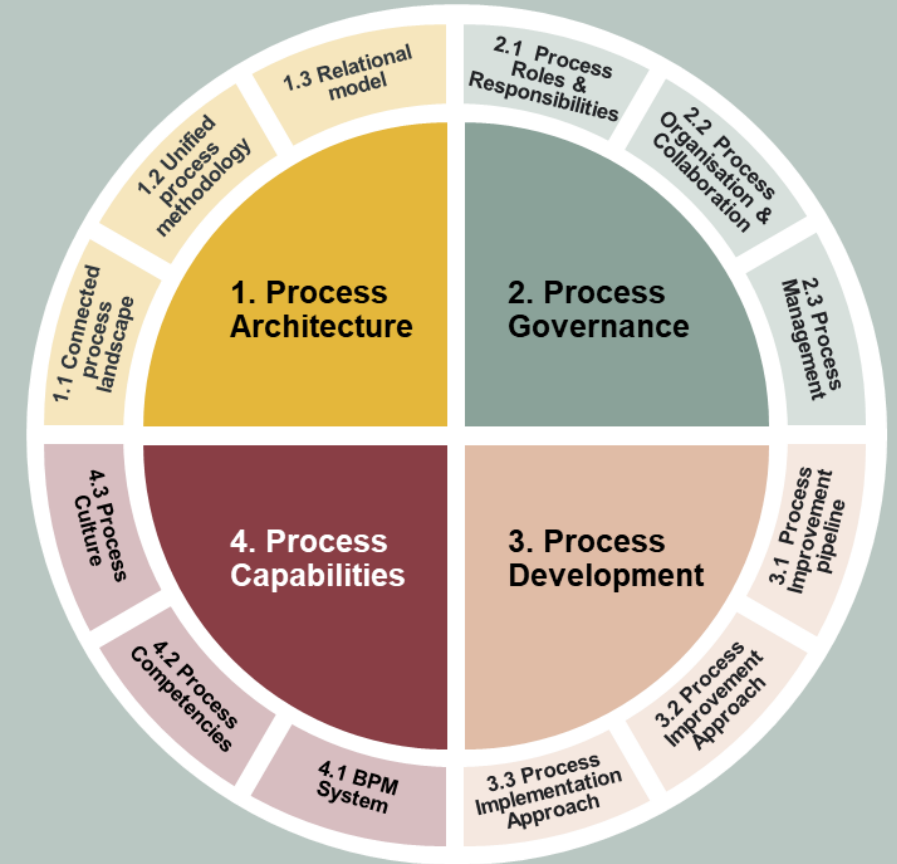
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Introduction to the report and the Business Process Management framework



This report outlines the Business Process Management (BPM) ambition for different types of organisations based on 80+ survey respondents

Overall survey methodology

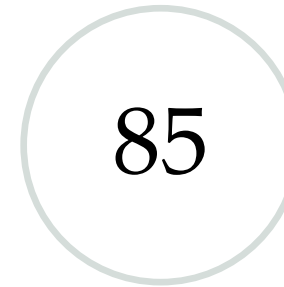
The survey was conducted in late 2023 and early 2024.

The survey was answered by 85 respondents, all of whom work in process management.

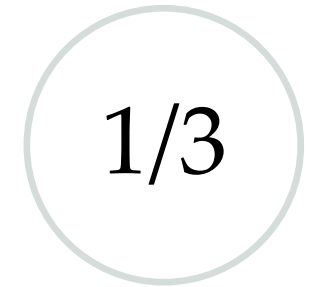
The survey was distributed across sectors with the majority of respondents representing companies with more than 1,000+ employees.

The participating companies have been anonymised, and no results shared in this report can be traced back to a single respondent.

This survey has been conducted by Implement Consulting Group.



Respondents



Of respondents are top management*



Companies



Of the participating companies have 1,000+ employees

Business Process Management (BPM) is the practice of *designing, validating, governing* and *monitoring* an organisation's business processes in line with strategic and operational ambitions.

Working with BPM is key to ensuring sustainable improvements in areas such as efficiency, customer experience, scalability, quality and compliance.

The motivation for BPM is shifting from realising efficiency gains to *enabling scalability* and *improving customer experience*

Three future main drivers for BPM

There seems to be a clear shift in motivation for working with BPM with three overall main drivers:

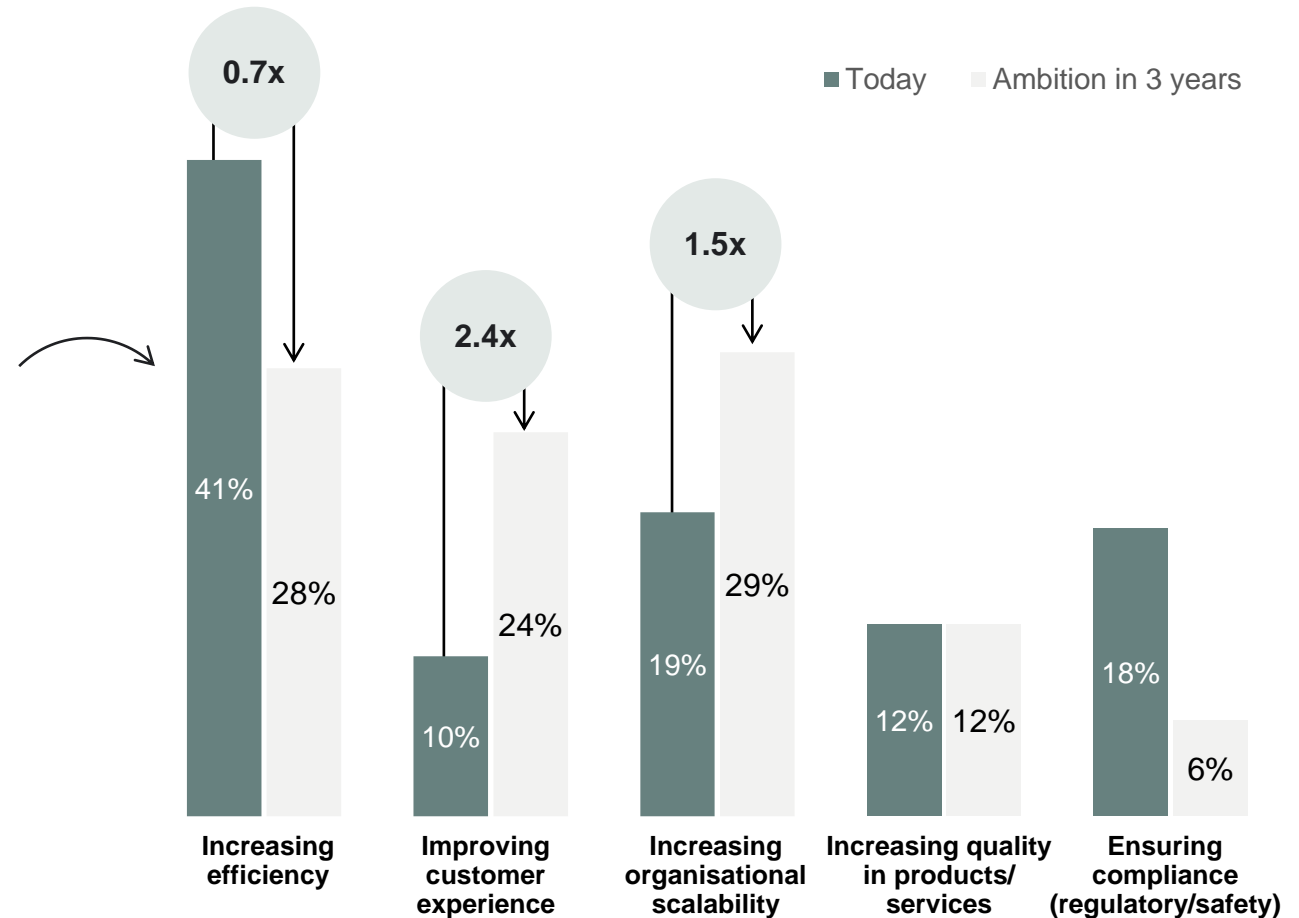
1. Increasing **efficiency** will still be a key driver, but less so than today, decreasing by 0.7 times in three years.
2. Improving the **customer experience** will shift from being the least significant driver to being a top 3 driver increasing by 2.4 times in three years.
3. Increasing **organisational scalability** will be the future primary driver, also with a strong focus today, increasing by 1.5 times in three years.

Three future main drivers for BPM

Efficiency will always be a key driver for working in a structured way with process development. But as the world becomes more volatile (Covid, Ukraine, etc.), increasing the need for agility and process capabilities to efficiently scale up and down, process transparency and modularisation are key topics.

CX is an ongoing trend, and frontrunner sectors, such as retail, increase customer expectations for capabilities like seamless omnichannel experiences. To deliver this effectively, customer journeys need to be a highly integrated part of process development.

What is the main driver for BPM in your organisation?



9 out of 10 respondents foresee that working with BPM will be highly prioritised in their organisation in three years

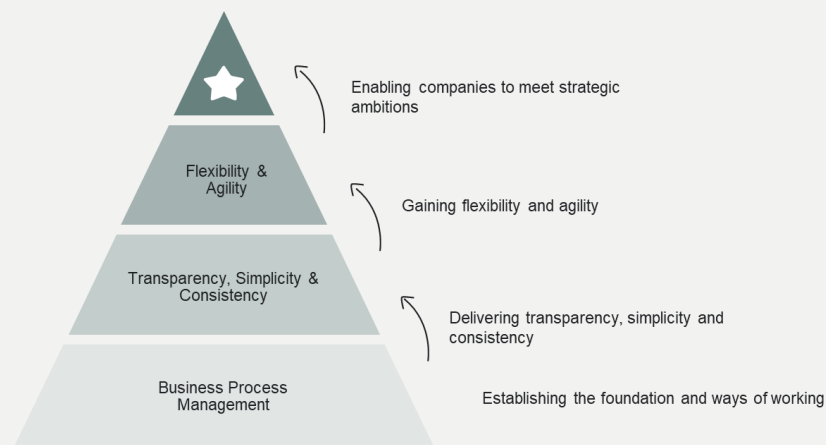
BPM will be high on the future agenda

Output from survey

With 91% agreeing that their organisation should prioritise working with processes three years from now, this indicates that BPM will be very high on the future agenda.

Elaboration and recommendation

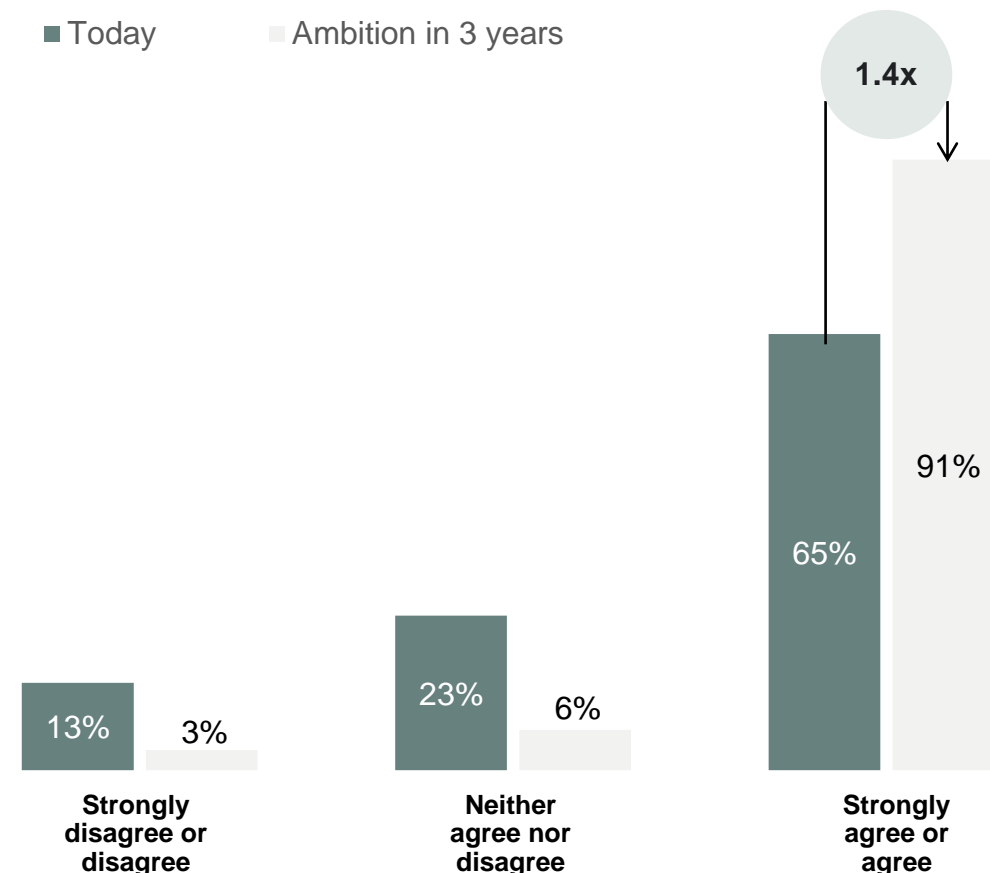
BPM will help you establish a strong process foundation and ways of working across your organisation, enabling transparency, simplicity and consistency. This will ultimately support you in meeting your strategic ambitions, whether they are driven by a focus on efficiency, customer experience, scalability or something else.



My organisation prioritises working with processes

■ Today

■ Ambition in 3 years



The fact that BPM is considered very high on the future agenda is supported by a strong ambition to accelerate current process capabilities

Developing process capabilities is a key lever

Output from survey

77% agree that there is a future need for strong process capabilities in their organisation, while only **17%** assess their current level of process capabilities as high. This indicates a mutually strong motivation to accelerate current process capabilities.

The small number of organisations that already have strong process capabilities in place today are characterised as large companies that primarily work in heavily regulated sectors such as the financial and pharma sectors.

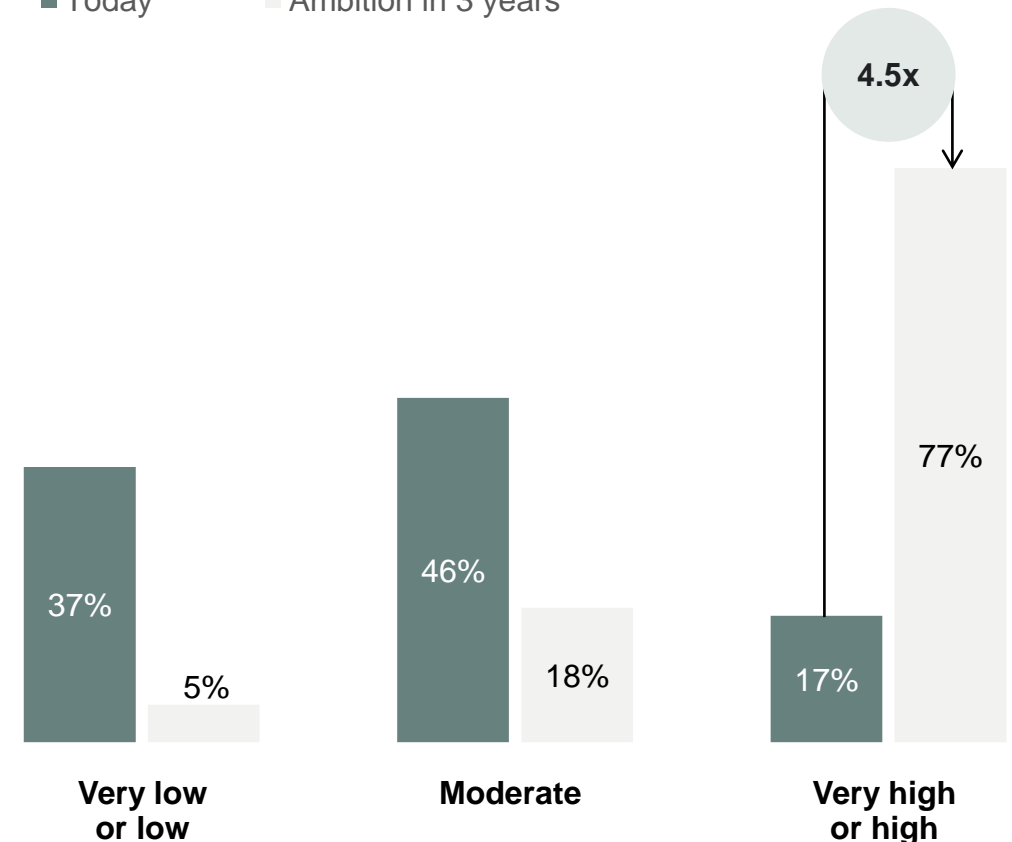
Elaboration and recommendation

Having the right process capabilities in-house is key to ensuring an effective and sustainable BPM framework and realising the true benefits of BPM in both the short and long term.

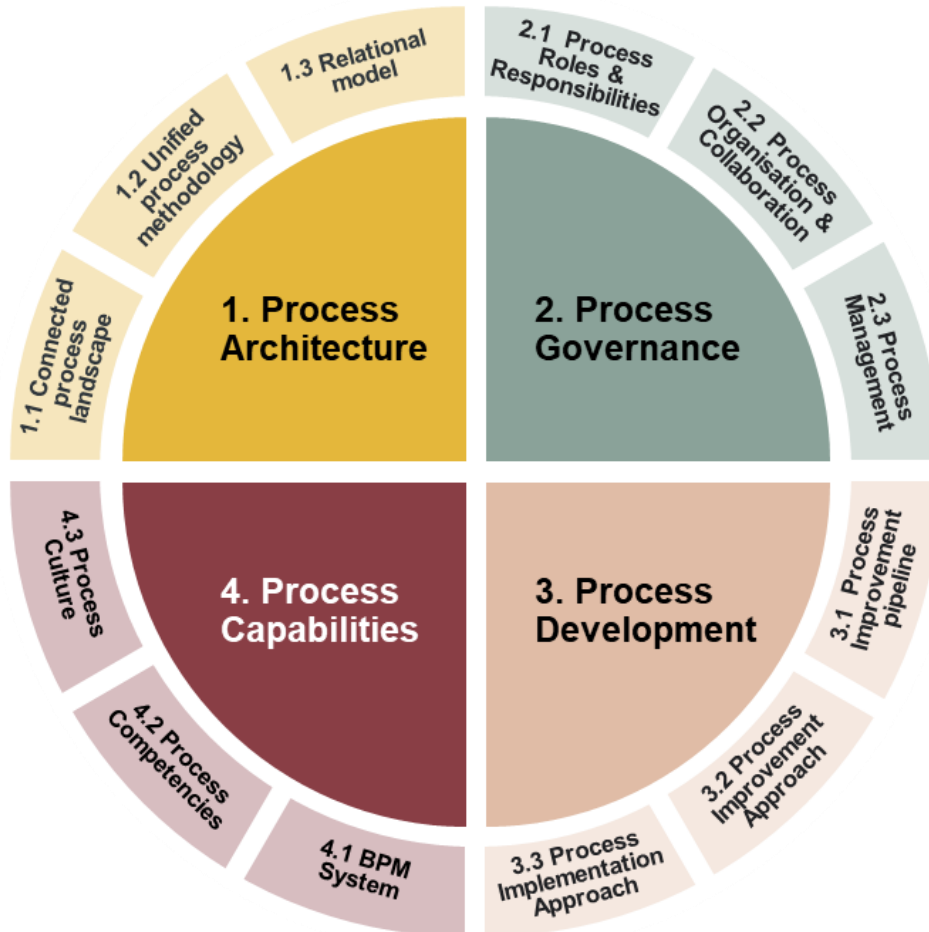
This requires process competencies that can design, implement and maintain processes and process improvements but also the right process culture throughout the organisation, where process thinking is an integral part of running the business both through leadership and employee behaviour.

How would you evaluate the level of process capabilities in your organisation?

■ Today ■ Ambition in 3 years



To ensure effective Business Process Management, it is important to consider and consciously balance four overall themes, unfolded in the coming chapters



Process architecture

Defines the BPM model's overall architecture and methodologies.

Key question

What does our process architecture look like and how are the processes connected?

Process governance

Defines how the BPM model is governed and developed.

Key question

How do we govern the processes and who has which mandates and responsibilities?

Process capabilities

Defines the capabilities needed to manage the business process setup.

Key question

How do we design, implement, monitor, maintain and improve the processes?

Process development

Defines how to continuously monitor, maintain and improve the processes.

Key question

What capabilities are needed in the organisation and which software can best support BPM ambitions?

02

Process architecture trends and recommendations



99% have a future ambition of establishing a solid process landscape which is key to working with standardisation and performance improvement



A common ambition of a solid process landscape

Output from survey

99% of respondents have a common ambition of a landscape of functional and/or end-to-end processes.

Among these, **62%** have an ambition of a landscape of both functional and end-to-end processes. In clear contrast, **33%** of organisations today indicate that they have no common process landscape in place.

Organisations that have landscapes defined for both functional and end-to-end processes today include large companies in public, healthcare or heavily regulated sectors.

Elaboration and recommendation

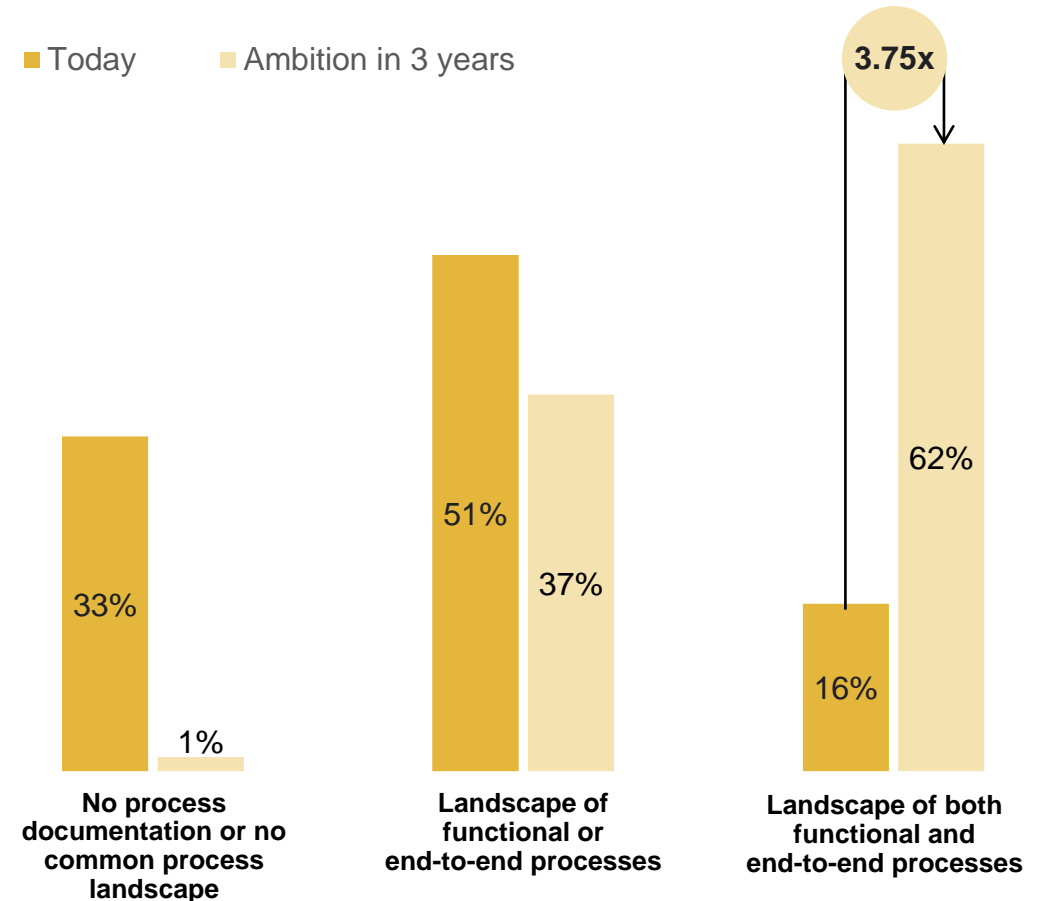
The process landscape is a hierarchical description of your company's processes where the top levels provide an overview of what your company does and the bottom levels provide an overview of how your organisation does it. Having this foundation in place is key to working with standardisation and performance improvement across the organisation.

The process landscape should always be designed end to end at the upper levels to reduce the risk of suboptimising processes. However, this will also challenge a more traditional organisation and governance – who owns the end-to-end processes and who has the mandate to change them? The process landscape should always be designed top-down to ensure that it is holistic and coherent.

How would you describe the process landscape in your organisation?

■ Today

■ Ambition in 3 years



Well-documented processes are key to common ways of working, which is why the majority of respondents have an ambition to map most or all processes



The majority aim for well-documented processes

Output from survey

Despite **58%** of respondents having no or few processes mapped today, there is a mutual agreement on changing this with **89%** having an ambition to have most or all processes mapped within three years.

The organisations that have already mapped most or all processes today are primarily very large companies in heavily regulated sectors, such as finance, pharma and energy, the last two being the most mature.

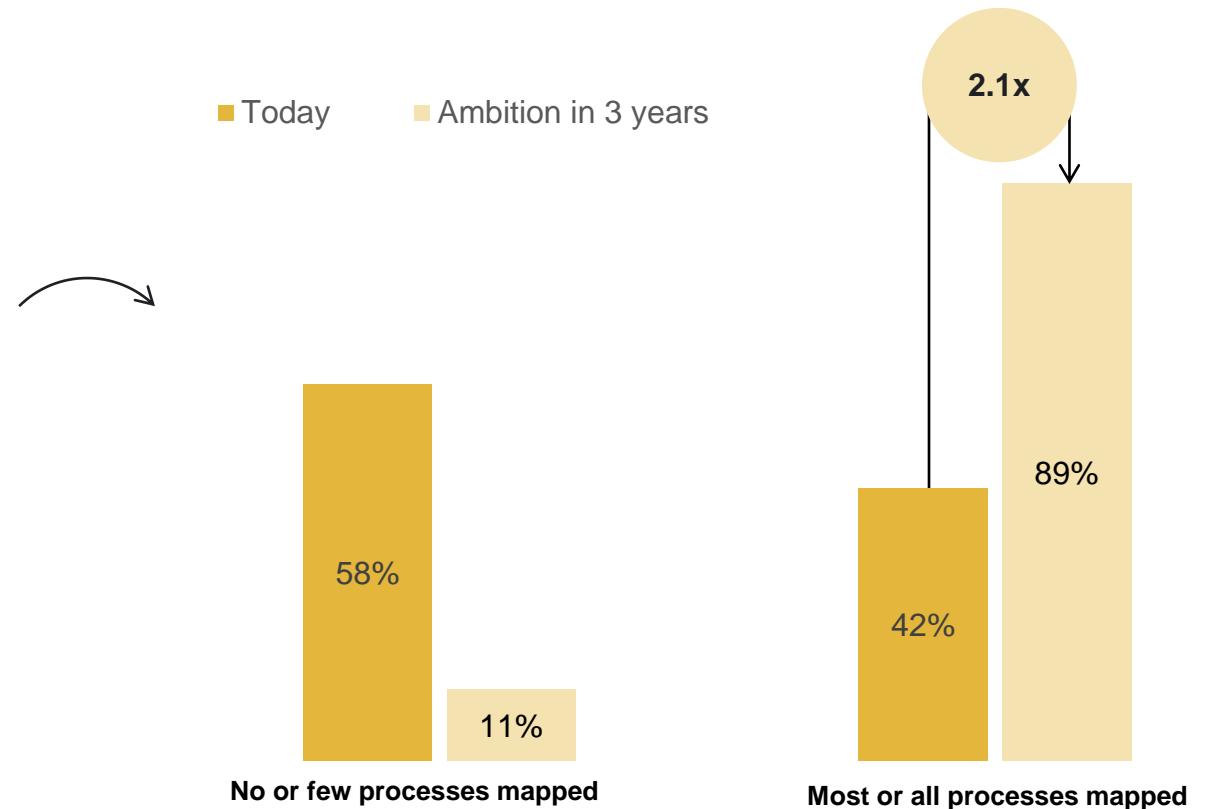
Elaboration and recommendation

The process maps in your organisation should describe your ways of working and are therefore fundamental in terms of encouraging common ways of working and creating a common foundation for experienced and new employees.

Only by being clear about what you are doing today can you create awareness of what can be done even better tomorrow, thus fostering a process improvement culture.

Well-documented processes are key to increasing efficiency, customer experience and scalability. However, the required level of detail is always dependent on the current purpose. For example, detailed process maps of a given process may be required today (during optimisation) but unnecessary in three years. Maintaining these detailed maps is thus unnecessary and expensive for the organisation.

How comprehensive is the mapping of your organisation's processes?



9 out of 10 aim to have most or all centrally defined process documentation standards, which is key to ensuring consistency in process work



Centrally owned standards are the ambition

Output from survey

88% have the ambition to have most or all centrally defined process documentation standards in place in three years. This requires a significant shift with **63%** indicating no set or locally defined process documentation standards today.

Organisations that do not have set or locally defined standards today are primarily in the manufacturing and consumer goods industries. Of these, 9 out of 10 expect to have most or all standards centrally defined in three years.

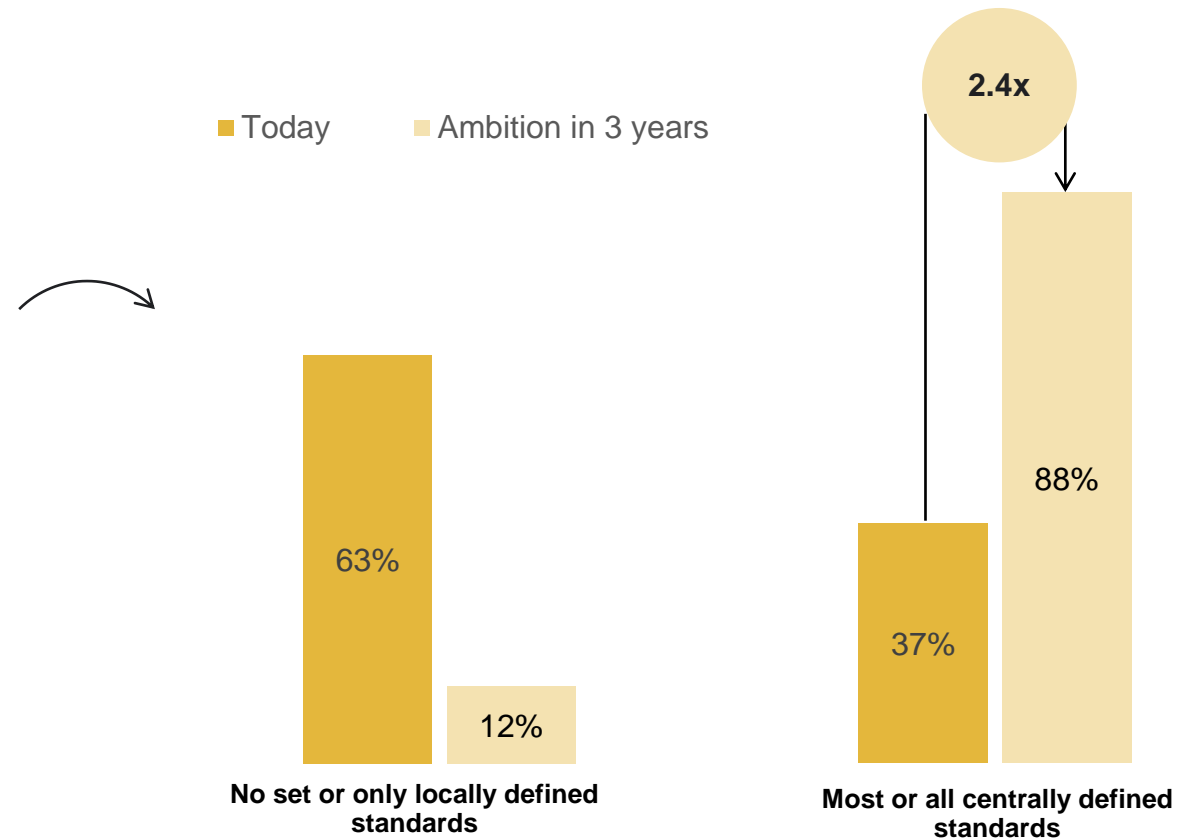
Elaboration and recommendation

Having unified process documentation standards is essential to ensure a consistent way of working with processes across your organisation.

This should entail well-defined process mapping principles and a simple and easy-to-apply process mapping notation form. To increase the ease of working with processes, you should also provide a repository of process mapping facilitation tools and workshop playbooks.

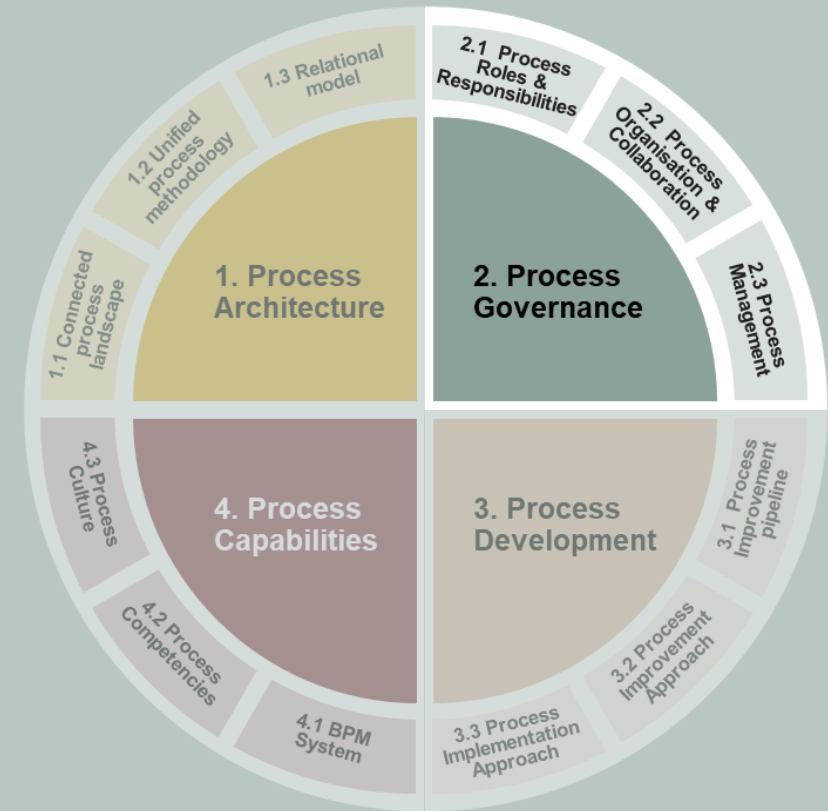
To ensure that these process documentation standards stay unified and applicable across your organisation, it is recommended that the ownership of the standards is placed centrally.

Which description best fits your process documentation standards?



03

Process governance trends and recommendations



Almost half of the participating organisations have no formal management of their process landscape even though it is key to setting a clear direction



A high tendency of no formal management

Output from survey

42% of respondents have no formal management of their overall process landscape, while the majority of those who have formal management have placed it with the COO.

Companies with no formal management of the process landscape are expected to use an informal approach where responsibilities are divided between different units with no formalised owner.

Organisations where ownership of the process landscape is placed under the CEO or COO generally have landscapes of both functional and end-to-end processes today.

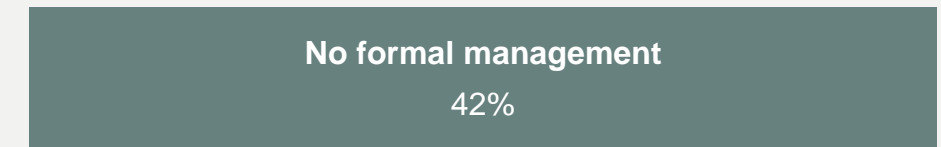
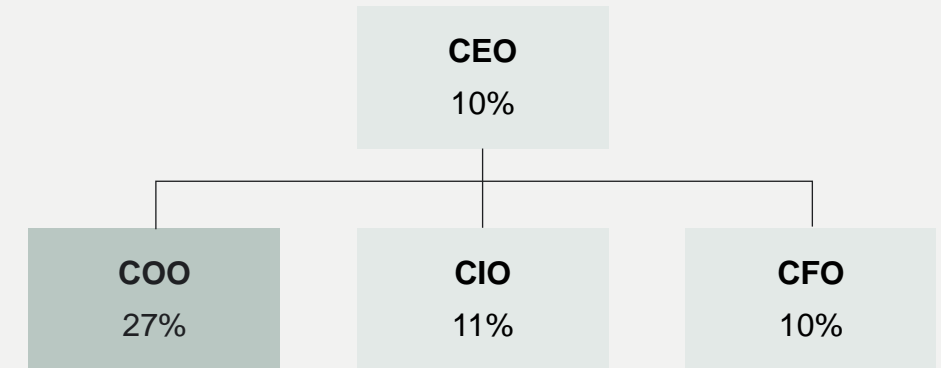
Elaboration and recommendation

Ownership of the process landscape is key to setting the direction and ambition but also to sustaining the development that has already happened.

We recommend that official ownership is placed in top management – preferably with the CEO – from here the importance of working with processes is clear. Strategic initiatives can also be linked to focus areas in the process landscape. This provides purpose and transparency into what needs to be achieved top-down in, for example, an annual cycle that combines policy deployment with process development.

It is recommended to deploy ownership at different process levels and end to end, depending on your type of organisation. From there, ownership zooms in from level to level and ends up at operational/SOP level.

Where in your organisation is the management of the process landscape placed?



Organisational placement of process landscape



The fact that process ownership fosters accountability and responsibility is supported by the fact that 93% aspire to have clearly assigned process owners



A common ambition of strong process ownership

Output from survey

With **93%**, there is a strong common ambition to have assigned owners to most or all processes three years from now. However, this requires action among the **51%** who say that they have no or only a few process owners assigned today.

The organisations that have assigned process owners for most or all processes today are primarily large organisations working in industrial manufacturing, financial services, energy and logistics. These types of organisations primarily place their process ownership under the CEO or COO.

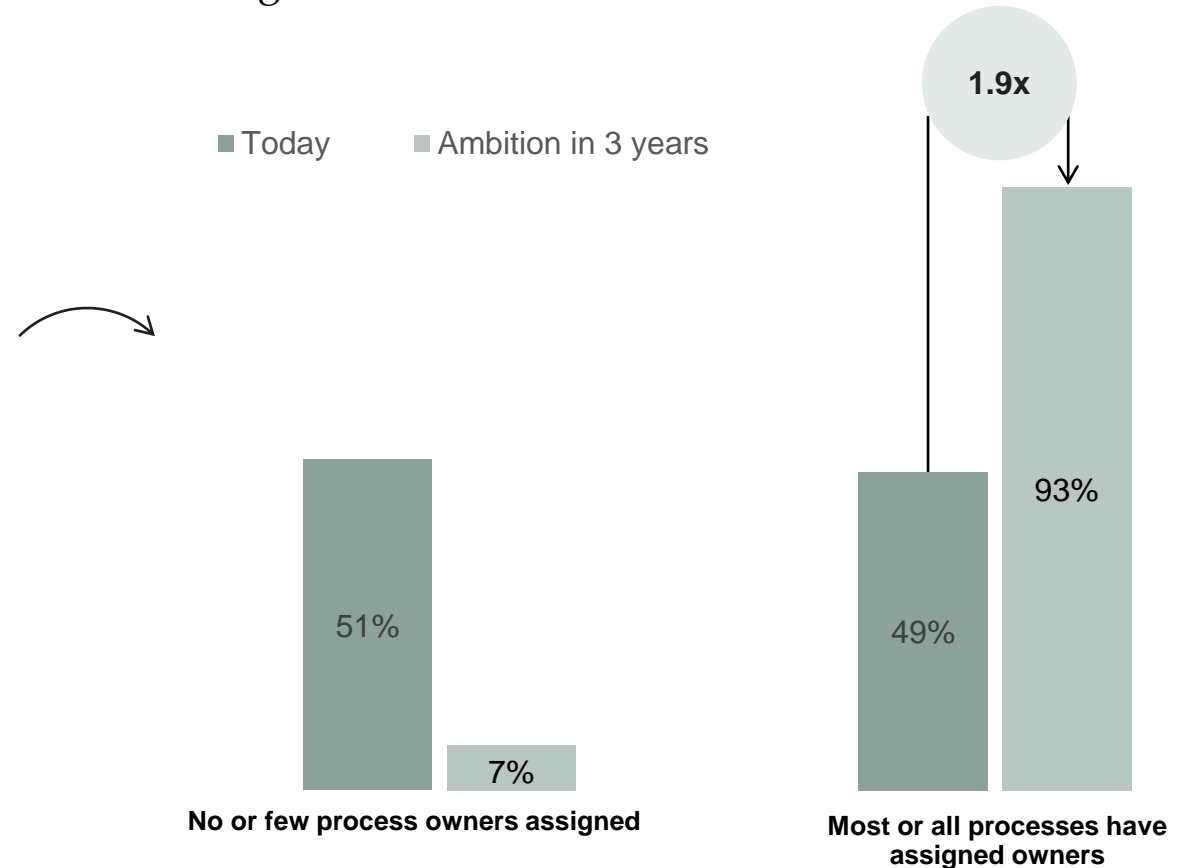
Elaboration and recommendation

To create strong accountability and responsibility for individual processes across your organisation, it is key to assign process owners.

These process owners should have a clear mandate to create, sustain and improve the process(es) they own and ultimately be accountable for the outcome and performance of the process(es).

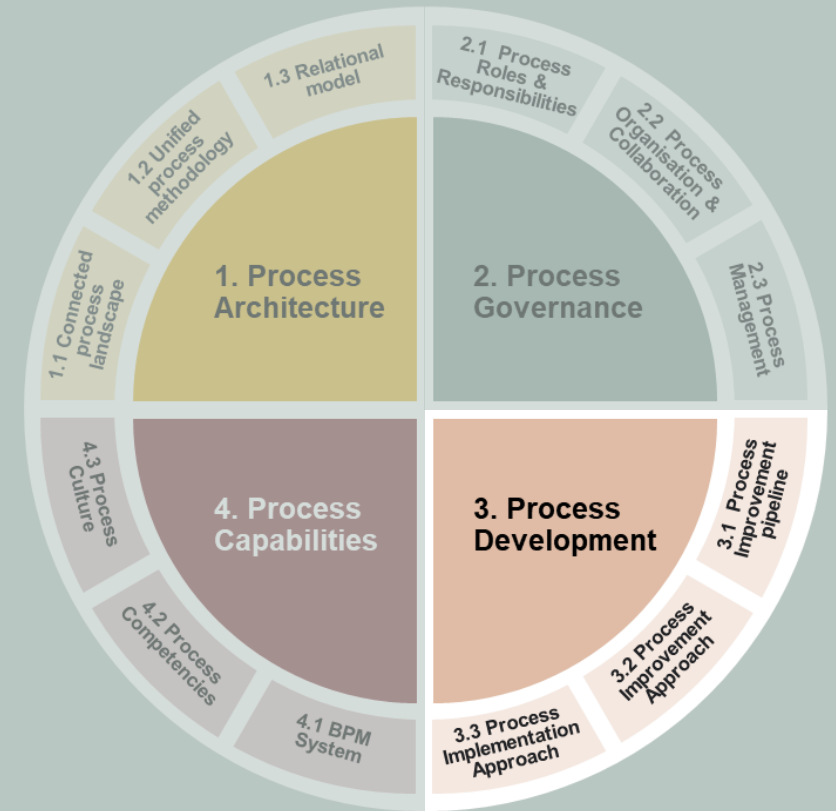
It is recommended to place the ownership of a given process with a person who is placed at the right level in the organisation and who has the right mandate but also a good understanding of the process.

To what degree do your individual processes have assigned owners?



04

Process development trends and recommendations



80% of respondents aim to centrally define their process review standards, which will be a key lever for maintaining process performance



A strong need to improve review standards

Output from survey

Even though over half of the respondents have no set or only locally set process review standards today, the mutual ambition is that these are centralised three years from now with **80%** supporting this ambition. This reflects the strong emphasis on enhancing current process review standards across the participating organisations.

The one-third of organisations that already have centrally defined standards today are characterised by having also mapped most or all processes and assigned owners to most or all processes.

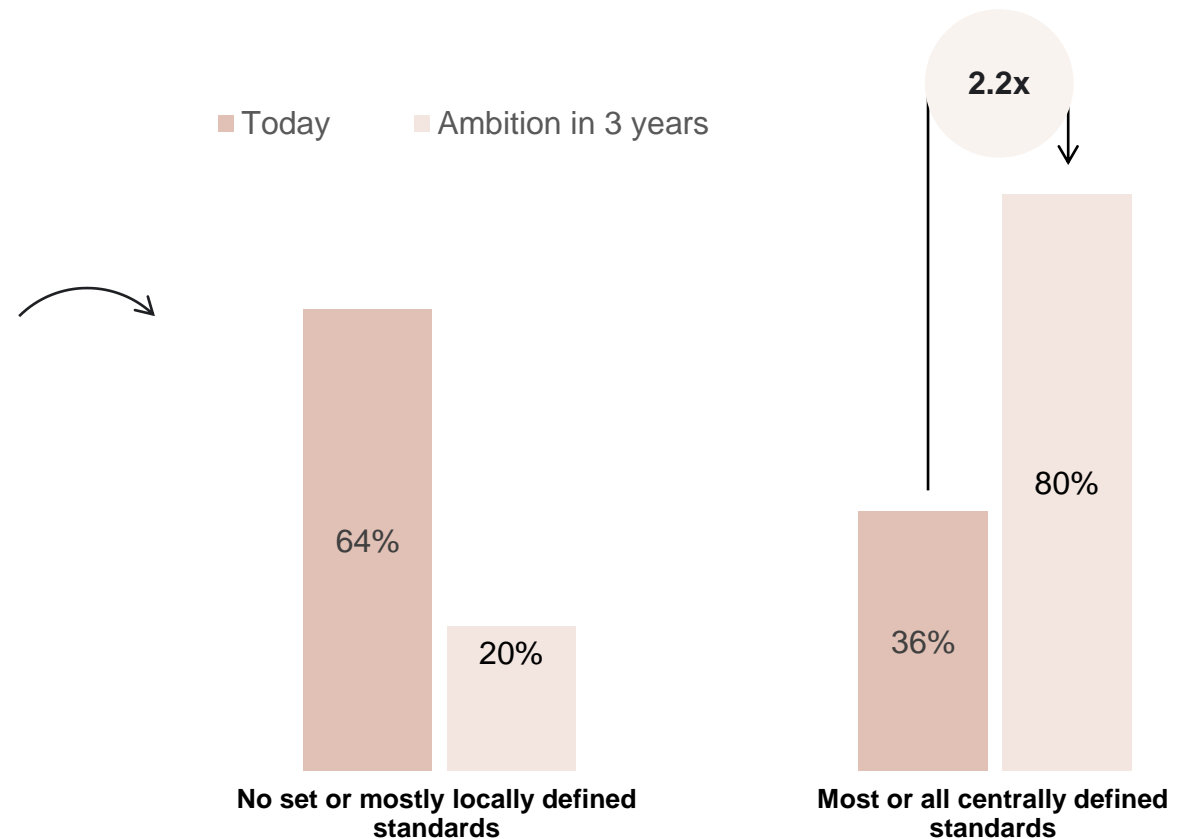
Elaboration and recommendation

To enable strong process ownership, it is key to have clear standards for reviewing, maintaining and reacting on (insufficient) process performance in due time and in the right way. As a result, processes can be kept continuously up to date and relevant.

Reviewing processes provides valuable insight into their performance and allows for the identification of improvements. It is crucial to have clear standards for conducting these reviews, ideally defined and centrally owned.

Process reviews should span from operational “Gemba” activities where processes are confirmed daily to periodic, strategically prioritised end-to-end process reviews.

Which category best describes the standards for reviewing processes in your organisation?



Acting on identified improvement opportunities requires a strong approach supported by a high ambition for centrally defined improvement standards



Improvement standards to be centrally defined

Output from survey

85% have an ambition of centrally defined process improvement standards with **75%** estimating that they have no set or only locally defined standards today. This highlights the huge need to establish centrally defined process improvement standards across the participating organisations within the next three years.

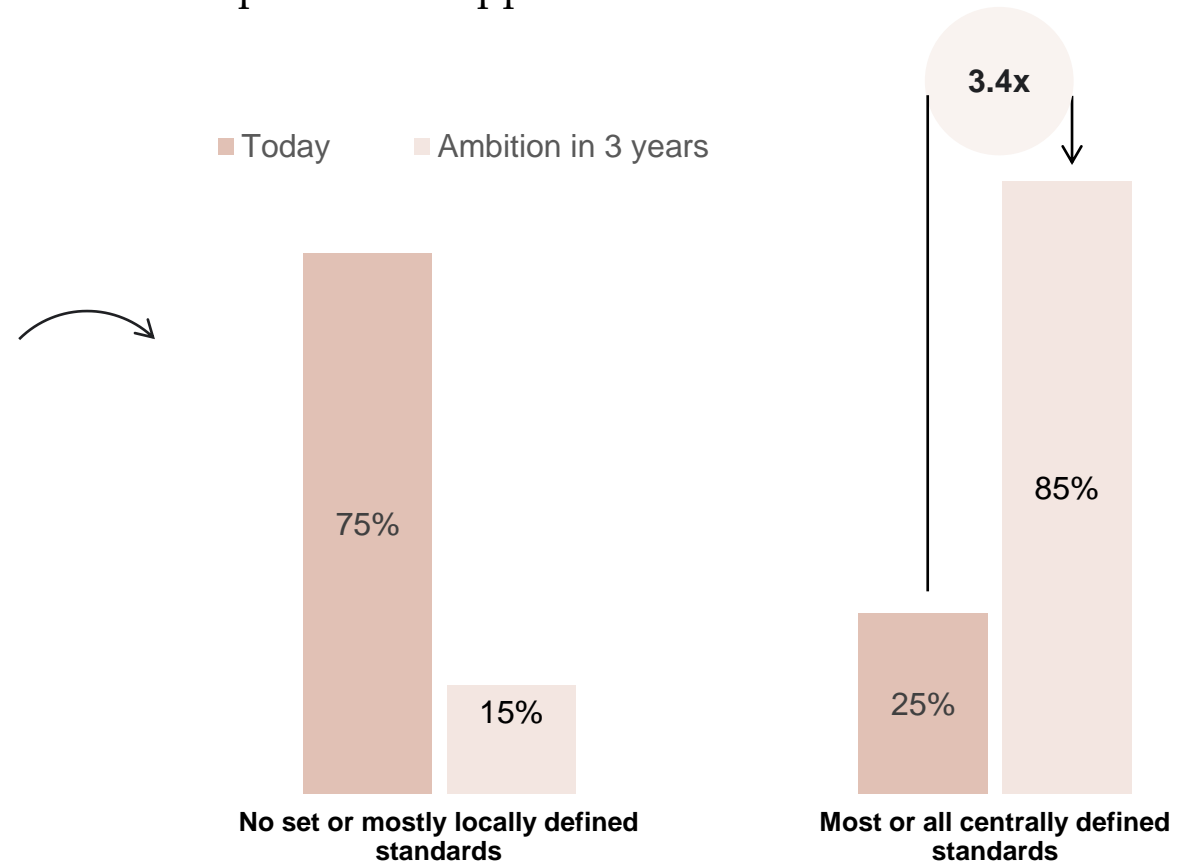
The one-fourth of organisations that already have a structured approach to handling process improvements have a common main driver for process management – *increasing efficiency*. Furthermore, almost all of these organisations indicate that they have high or moderate process capabilities today.

Elaboration and recommendation

To effectively manage and execute on identified process improvement opportunities and ensure that these are properly implemented and anchored in your organisation, it is key to establish a strong process improvement approach.

The approach should clarify standards for how to work with the improvement, preferably through standardisation and improvement cycles, depending on the need. To facilitate the improvement effort, it is key to have the right competencies and resources allocated to this, potentially in a central CoE.

What best describes your organisation's process improvement approach?



88% have an ambition of an effective process improvement pipeline which enables a structured and strategic approach to process improvement



An effective process improvement pipeline is key

Output from survey

With **88%** agreeing on the future importance of having an effective pipeline for prioritising process improvements and only **17%** stating that they already have this in place today, this shows the high priority of putting it in place for the majority of participating organisations.

The minority of organisations that indicate that they already have an effective process improvement pipeline is a very homogeneous group that all have a central process improvement approach and review standards. **90%** of these organisations are very large and have all or most processes mapped in a landscape of both end-to-end and functional processes.

Elaboration and recommendation

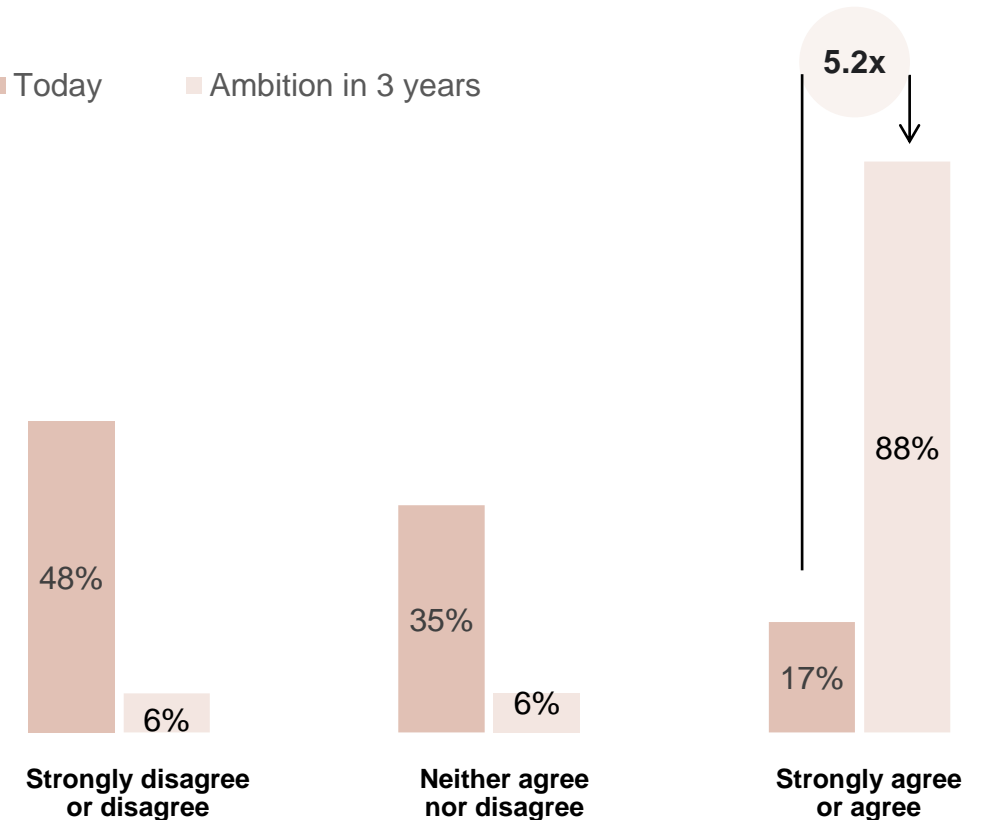
Working structured and strategically with process improvement across your organisation requires an effective process improvement pipeline that is regularly reviewed and prioritised with senior management.

The drivers for the improvement pipeline are typically new IT, underperformance, compliance gaps, changes in strategy, identified opportunities or an improved customer journey.

My organisation has an effective pipeline for prioritising process improvement initiatives

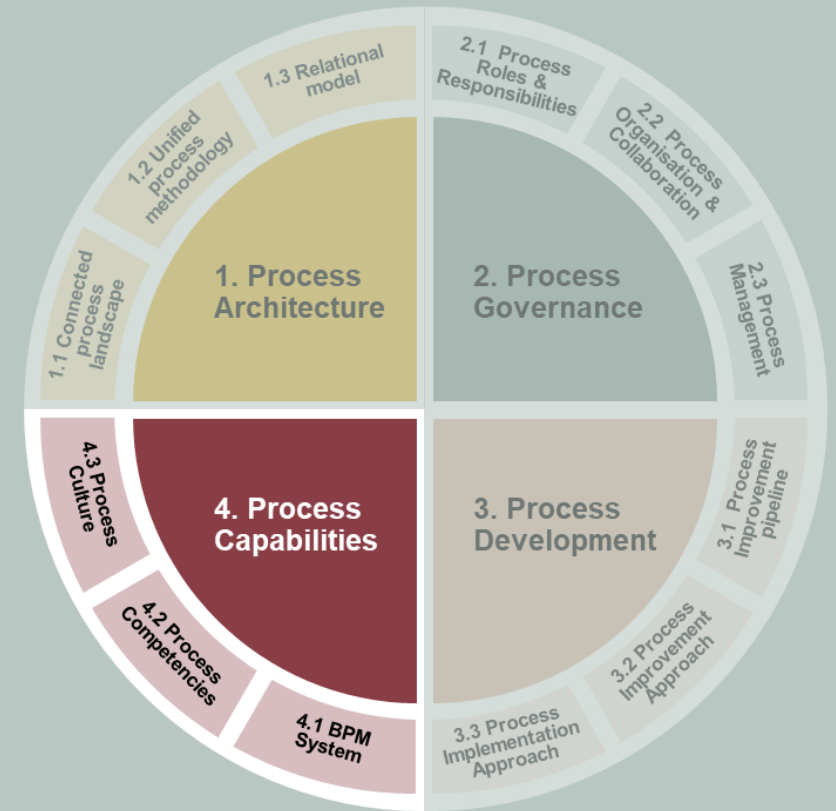
■ Today

■ Ambition in 3 years



05

Process capabilities trends and recommendations



Most organisations have a process management system in place – but many are not satisfied with the ease of use



Few see the full benefit of their process management system

Output from survey

68% have a process management system in place with ADONIS, Software AG (Aris) and Qualiware as the top 3 systems.

However, ADONIS and iGrafx are the only systems that are assessed to provide easy access to processes. Most organisations already have a process management system in place, yet only **32%** agree that this system provides easy access to their processes today.

In three years, **89%** have an ambition to have a process management system that provides easy access to their processes.

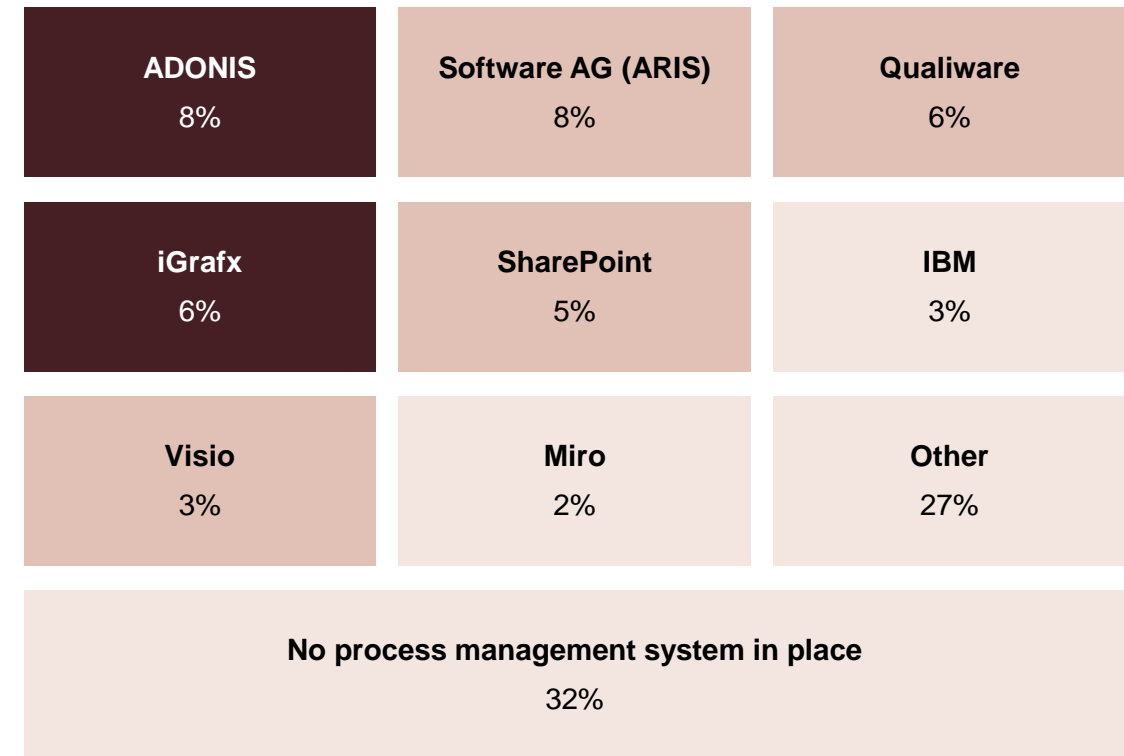
Elaboration and recommendation

Having conducted an extensive mapping effort of the process landscape in your organisation provides little value without a process management system that is fit for purpose.

To fulfil the ambition of a more value-creating process management system and the overall high ambitions for process management in three years, organisations need to evaluate whether their current system is an enabler or a hindrance to improving process maturity.

While implementing a new system can result in significant improvements, it is not a solution in itself and requires significant effort to implement, train and maintain the system.

Which process management system(s) does your organisation utilise in your process landscape?



Evaluation of easy process accessibility

Positive Neutral Negative

06

Other trends and recommendations



95% of organisations expect process management to be a key enabler for automation and digitalisation in three years

Process management is a key enabler

Output from survey

Almost all organisations expect process management to be an enabler for automation and digitalisation in three years, which is a 2.3 times increase from the level today.

While process management is the initiative that most organisations expect to create value in the future, artificial intelligence (AI) is on the radar of almost every organisation. Many are also looking at robotic process automation (RPA) and cloud technology.

Preferably, these and other relevant technologies should be combined in the most optimal way through hyper-automation to support an increase in e.g. efficiency and customer experience.

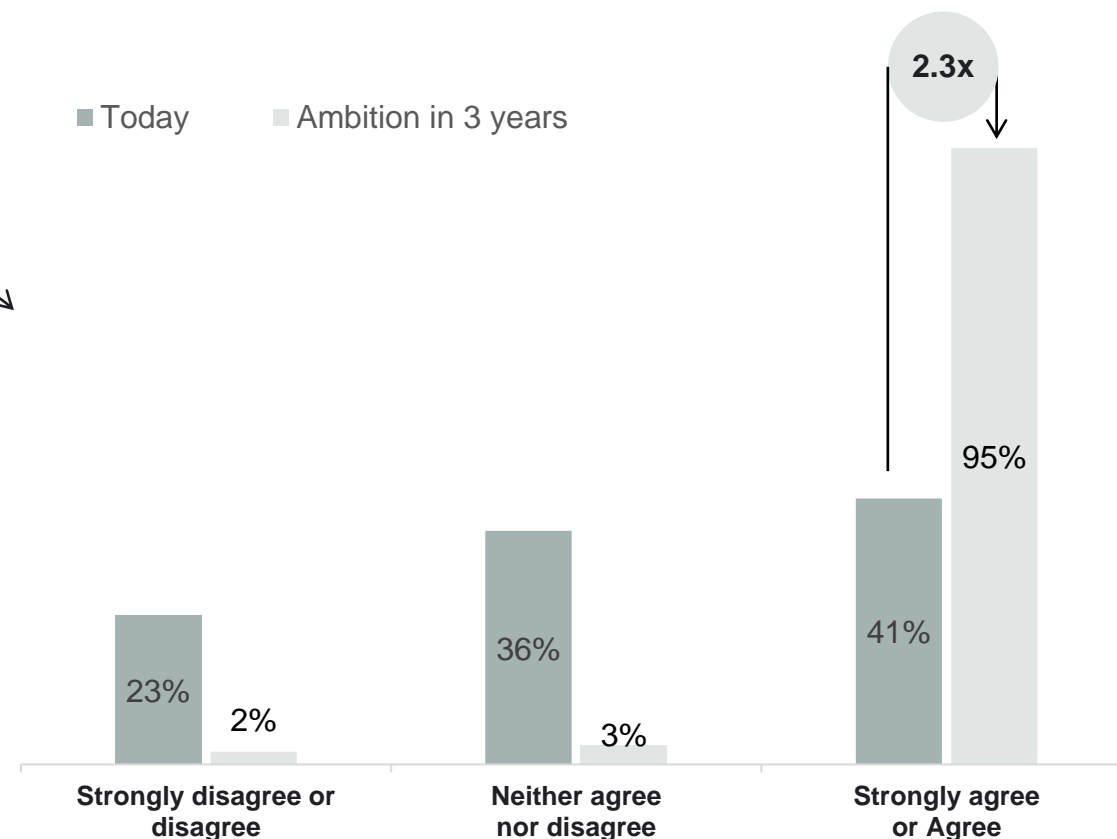
Most value-creating initiatives in the future

The percentage of organisations that expect the different technologies to create value for their organisation in the future.

Process management 93%	Artificial intelligence 85%	Robotic process automation 80%
Cloud technology 70%	Hyper-automation 49%	

We use process management as an enabler for automation and digitalisation

■ Today ■ Ambition in 3 years



Reach out to our process experts behind the analysis if you want to know more!



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