

Maturity of Business Process Trends

The adoption of trends is tightly connected with the maturity. The rise of business process engineering and re-engineering results from the paradigm shift¹¹⁷, which has already occurred by movement away from previous functional oriented management practices. The new focus is now more towards practices that focus on customer value. The result of this shift also necessitated consideration of the enterprise strategy, structure, and culture that is required to support the new infrastructure.

According to a survey carried out by PriceWaterhouseCoopers AG²¹⁸ organizations are critically aware of the importance of business process management to the future success of their businesses. To remain competitive, senior executives have identified the importance of the continuous optimization of business processes in terms of quality and efficiency for their administrative and production business processes¹⁵³ while retaining the differentiation between ‘core competitive’, ‘core differentiating’ and ‘non-core’ processes.^{4, 51, 3} The survey found that many of these executives were of the belief that their business would no longer exist in as little as ten years if efforts continuously improve and optimize their business processes were not pursued. In a similar tone, many of these executives saw that another key factor to the success of an organization is the collection and analysis of appropriate key process performance indicators.

Often when a trend emerges and the maturity is low. Early Adoption invest to take advantage of the opportunity and develop unique leading solutions. Such practices from the leaders are called Leading Practices. The Leading Practices define and strengthen competitive advantage, innovation and efficiency in the core differentiating competencies with focus on the Revenue Model and Value Model. They are called the outperformers – being the first to take advantage of the new emerging trends and thereby outperform the market.

When a trend is in it early hyping stages and becomes more maturity, the Industry leaders adopt, invest and develop Industry Practices to outcompete they peers, also called Industry adoption. The Industry Practices improve they competitive parity and standardize core competitive competencies with focus on Performance Model and Service Model. They are called the Industry leaders as they with the advantage of the emerging trends and outperform they peers.

Finally, as it matures with a wide adoption and years of experience is has become a standard or best practice. The adoption becomes a best practice, by and large adopted by most organizations to improve and standardize the non core competencies with focus on the Cost Model and Operating Model. They are called the followers who take advantage of best practice that are no core to they business, while gaining the full advantage of the trends with low-risk and cost.

¹van Rensburg A. A framework for business process management. *Computers & Industrial Engineering*. 1998;35:217-220.

²Müller T. Zukunftsthema geschäftsprozessmanagement. *Zukunftsthema Geschäftsprozessmanagement*. pwc-PriceWaterhouseCoopers. Februar 2011. PriceWaterhouseCoopers AG; 2012.

³Grigori D, Casati F, Castellanos M, Dayal U, Sayal M, Shan M. Business process intelligence. *Computers in Industry*. Hewlett-Packard Company; 2002.

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