

Koblenz, Bonn-Rhein-Sieg, Vienna, Sept 2016

International Study „BPM Compass“



A scientific study by Hochschule Koblenz,
Hochschule Bonn-Rhein-Sieg and
Vienna University of Economics and
Business in collaboration with
Gesellschaft für Prozessmanagement

Study authors and team

Prof. Dr. Ayelt Komus (HS Koblenz)

Prof. Dr. Andreas Gadatsch (HS Bonn-Rhein-Sieg)

Prof. Dr. Jan Mendling (WU Vienna)

Moritz Kuberg (HS Koblenz)

Bastian Burgard (HS Koblenz)

Philipp Hörter (HS Koblenz)

Marius Klees (HS Koblenz)

Rebecca Köster (HS Koblenz)

Henrik Kuchnowski (HS Koblenz)

Lisa Rost (HS Koblenz)

Sonja Schmidt (HS Koblenz)

Dominik Scholle (HS Koblenz)

Lisa Wurster (HS Koblenz)

Contact

We are happy to receive comments and feedback:

Prof. Dr. Ayelt Komus

komus@hs-koblenz.de

[@AyeltKomus](https://twitter.com/AyeltKomus)

www.komus.de

Prof. Dr. Andreas Gadatsch

Andreas.Gadatsch@h-brs.de

[@Agadatsch](https://twitter.com/Agadatsch)

www.wis.h-brs.de/gadatsch

Prof. Dr. Jan Mendling

Jan.Mendling@wu.ac.at

[@janmendling](https://twitter.com/janmendling)

www.mendling.com

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Koblenz, Bonn-Rhein-Sieg, Vienna, September 2016



Dr. Frank Biendara

Vice President Informationsmanagement
Messe Frankfurt GmbH



Javier Almagro Garcia

Senior Manager Head of Business Management
System Airbus Defence & Space



Dipl. Wirt.-Ing. Thomas Heupel

Project and Process Management Expert
Founder of Heupel Consultants



Dr. Melanie Kramp

Head of Business Development and (temporary)
Head of Human Resources
CosmosDirekt / Generali Group



Andreas Lamken

Head of Information Management
(CIO RWE Generation Group)
RWE Generation S.E.



Prof. Dr. Matthias Mehrrens

Vice President / Honorary Professor
Alfred Kärcher GmbH & Co. KG



Dr. Hans-Joachim Popp

IT Manager and CIO
Deutsches Zentrum für Luft- und Raumfahrt

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1.1 Introduction

1.2 Highlights of Results

In 2016, the international study „BPM Compass“ was conducted for the first time by Hochschule Koblenz, Hochschule Bonn-Rhein-Sieg and Vienna University of Economics and Business in collaboration with the Advisory Council and Gesellschaft für Prozessmanagement.

It is the ambition of the study to identify drivers, degree of implementation and current success factors of business process management.

The strong participation with more than 400 participants (80 of them from non-German speaking countries) highlights the great interest in business process management among practitioners.

In the age of Digitalization, Big Data, Cloud Computing and Industry 4.0, business process management is facing an increase in importance. The study aims to uncover connections between those topics and the entire spectrum of business process management.

Thanks to a high number of participants and bearing in mind common limitations of such studies regarding generalizability*, we could identify various important connections.

* see Comments on Method

1.1 Introduction

1.2 Highlights of Results

The following pages summarize the central results of the respective topic areas:

- **Importance of Goals and Goal Achievement**
- **Importance of Process Management**
- **Process Orientation**
- **Role of Organizational Culture**
- **Satisfaction with Management Approaches**
- **BPM Success Factors**
- **Trend Topics**
- **BPM in Organizations**

These result highlights are discussed along with all survey questions and detailed interpretations.

Importance of Goals and Goal Achievement

For 80% of the participants, the improvement of quality and increasing transparency are the most important goals of process management in their organization. However, these goals are achieved by less than 50% of the organizations.

This gap on goal achievement is visible for 10 of the 12 discussed goal dimensions. This means that achieving set goals appears to be one of the problems in organizations.

Importance of Process Management

The majority of participants consider process management to be an important topic within their organization.

According to the participants, process management will even play a more important role in the future in their organization as compared to today.

Process Orientation

In about 43% of the organizations, process results are measured. Also the majority of the participants (55%) state that process managers are defined for processes in their organization.

Furthermore, there are 33% of the processes that have explicitly defined performance indications, from which 31% of the organizations state that they are measured, too.

Process results only contribute to the calculation of bonuses in 20% of the participating organizations.

Role of Organizational Culture

In the organizations covered in the survey, the culture is mainly defined by job security, predictability and stability in work relations.

Moreover, the acceptance of chance appears to be an important factor in this context.

Satisfaction with Management Approaches

Less than half of the participants are satisfied with management approaches within their organization. Such management approaches tend to be implemented in isolation according to a majority of the participants.

The participants hardly observe a uniform implementation of process management in their organization. This hints to a substantial improvement potential in this area.

Also, over 60% of the participants state that not all phases of the BPM lifecycle are supported.

BPM Success Factors

Competent employees and clearly defined responsibilities are important success factors of BPM in organizations.

The biggest challenges for a successful implementation appear to be insufficient top management support and a consistent documentation of processes.

As opposed to our expectation, bureaucratic hurdles appear to be less of an issue.

Trend Topics

Digitalization, followed by Industry 4.0 appear to be the strongest trend topics connected with BPM according to the participants. Also Big Data and Cloud Computing are of high importance.

These trends have according to the participants a substantial impact on the importance of business process management and business models of organizations.

BPM in Organizations

The majority of the participants state that BPM has gained in importance in the last 10 years.

Furthermore, over 60% of the participants believe that they are more successful than other organizations in their industry sector.

Remarkable is, however, that more than 40% of the participants state that they are not in control of the topic process management within their organization.

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2.1 Goals of Process Management

2.2 Goal Achievement of Process Management

2.3 Importance of Process Management

2.4 Process Orientation

2.5 Organizational Culture

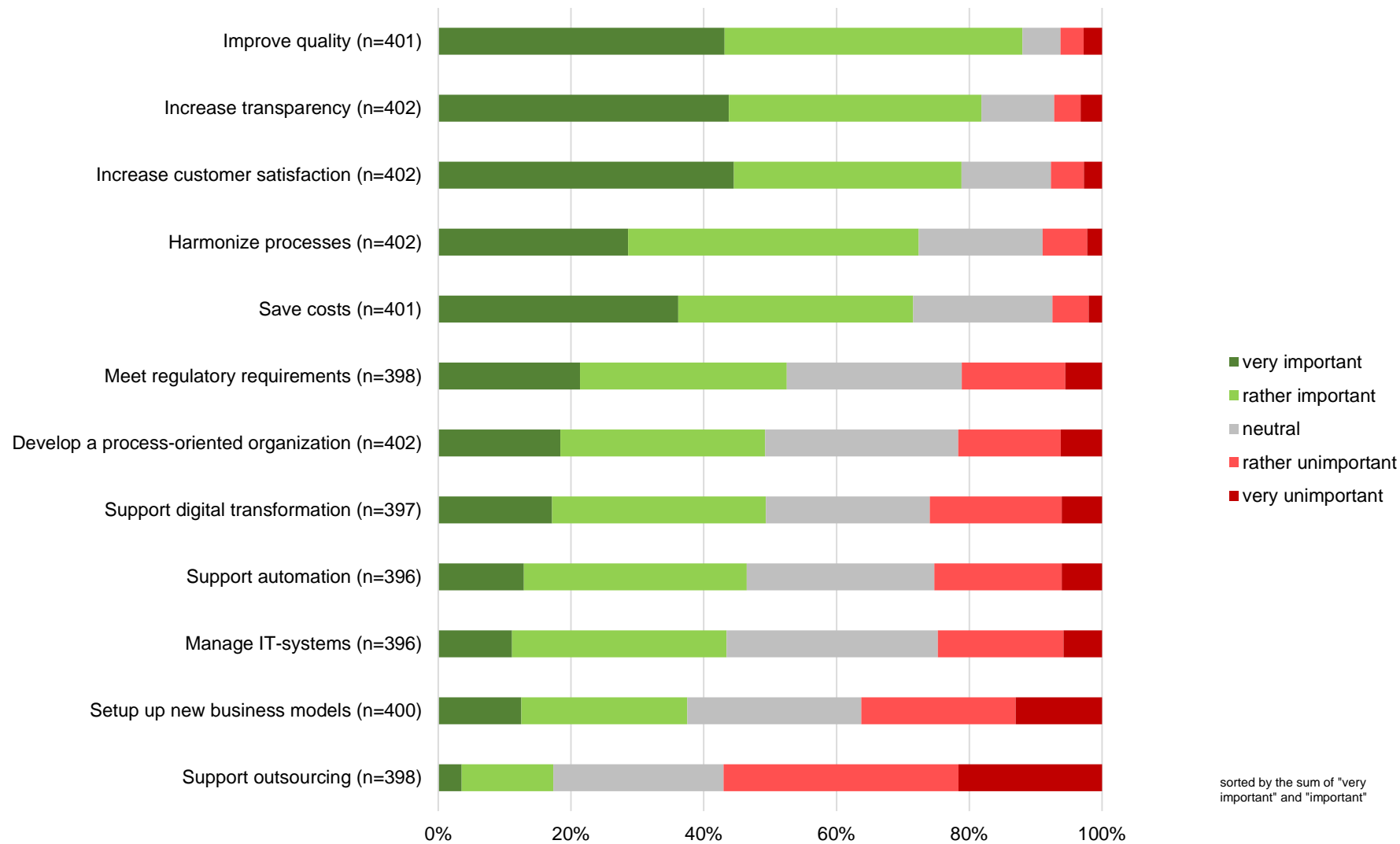
2.6 Satisfaction with Management Approaches

2.7 BPM Success Factors

2.8 Trend Topics

2.9 BPM in Organizations

How important is it for process management in your organization to meet the following goals?



How important is it for process management in your organization to meet the following goals?

The improvement of quality (88%), increase of transparency (82%) and increase of customer satisfaction (79%) are mentioned as their most important goals of process management by the participants. Harmonizing processes follows on the fourth place.

Saving costs is only listed on place 5, though being judged as important by 72%.

The support of outsourcing appears to be of less relevance and ends up on the last position. Over 55% of the participants state that this goal is rather less relevant.

It is interesting to note that the management of IT systems is judged as neutral by 30%.



2.1 Goals of Process Management

2.2 Goal Achievement of Process Management

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2.5 Organizational Culture

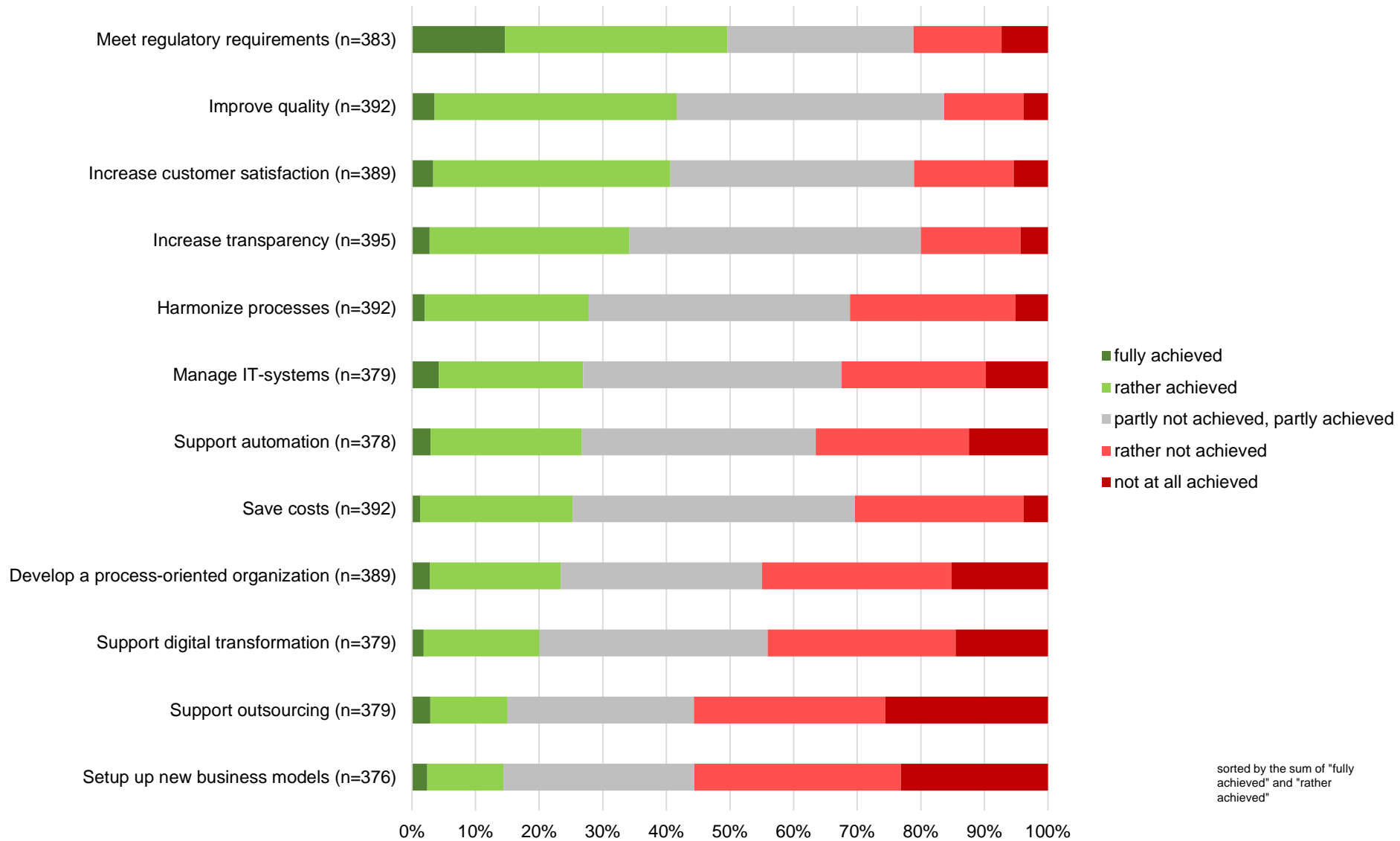
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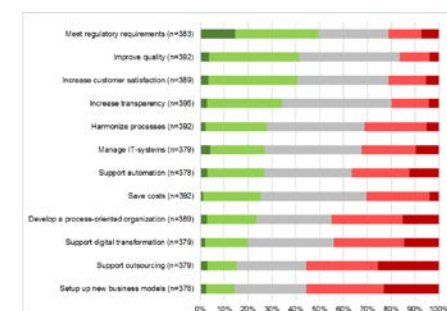
To which degree are these goal achieved?



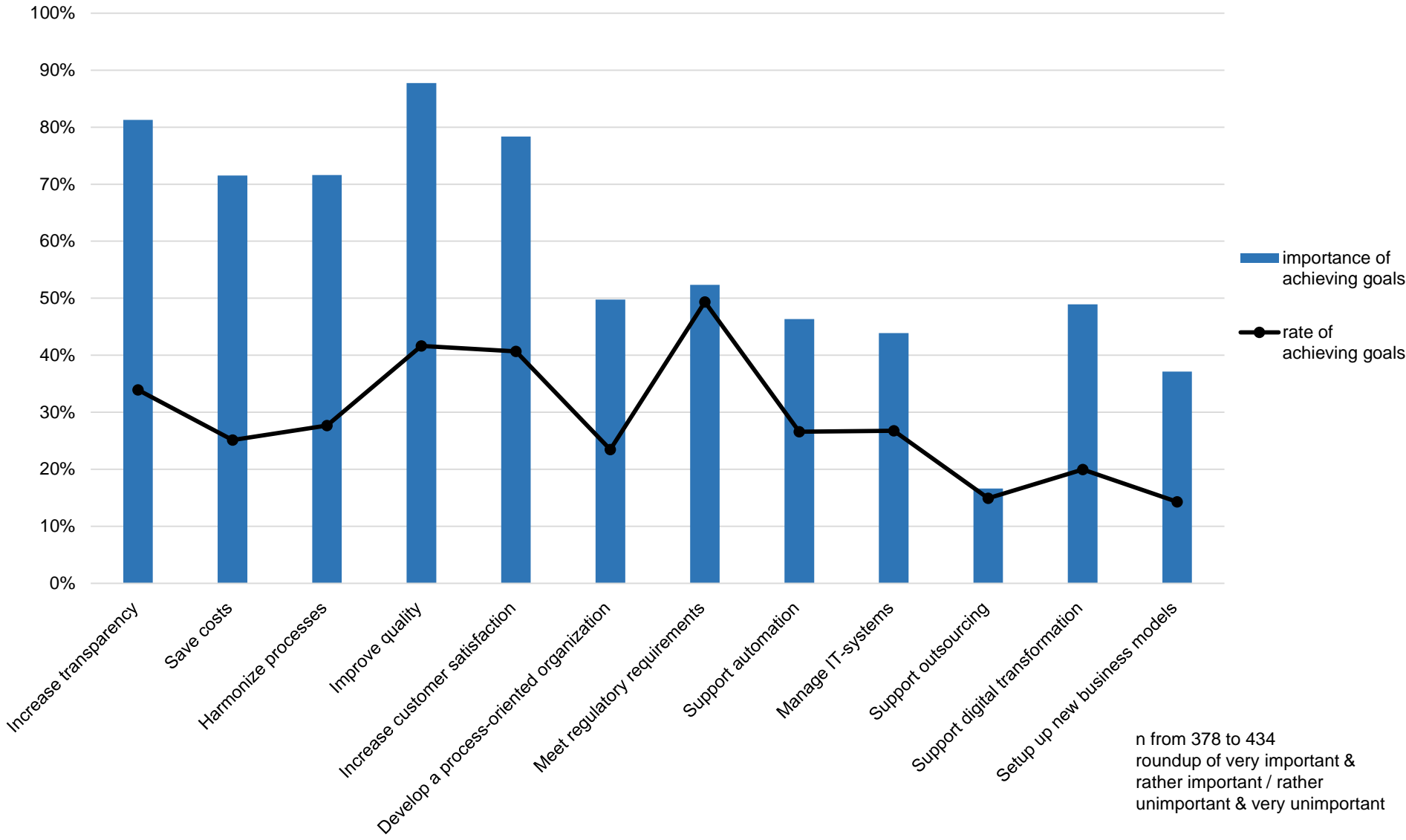
To which degree are these goal achieved?

It appears that meeting regulatory requirements is the goal with the highest degree of achievement. The goals with the lowest degree of achievement are setting up new business models (14%), supporting outsourcing (15%) and supporting digital transformation (20%).

It is interesting to note that cost reduction, supporting digital transformation, process harmonization and setting up new business models are goals that hardly any of the participants sees fully achieved in their organization. As note all goals is generally often assessed to be only partially achieved.



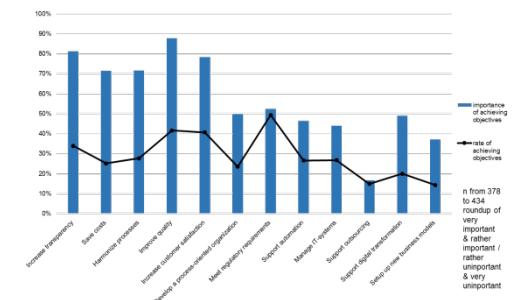
Importance of Goals vs. Goal Achievement:



Importance of Goals vs. Goal Achievement

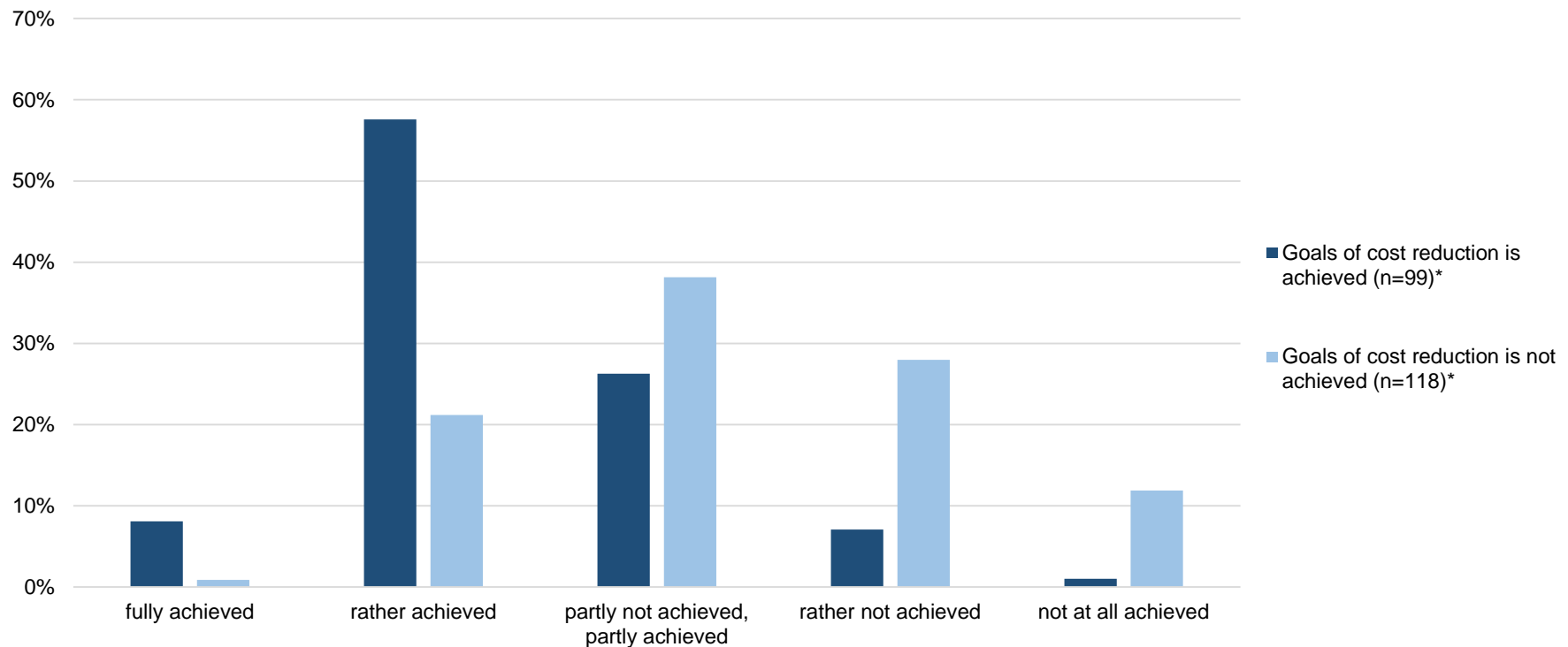
When plotting importance of goals versus goal achievement, it is interesting to observe that 70% of the participants see cost reduction as an important goal, but only a quarter finds this goal achieved. Only support for outsourcing and meeting regulatory requirements are in balance in terms of importance and goal achievement.

Improving quality (88%) appears to be the most important goal of process management, but only 42% of the participants say that it is also achieved. Most of the goals shown such an imbalance between importance and achievement. The biggest imbalance is observed for improving transparency.



To which degree is the goal Increase Customer Satisfaction achieved?

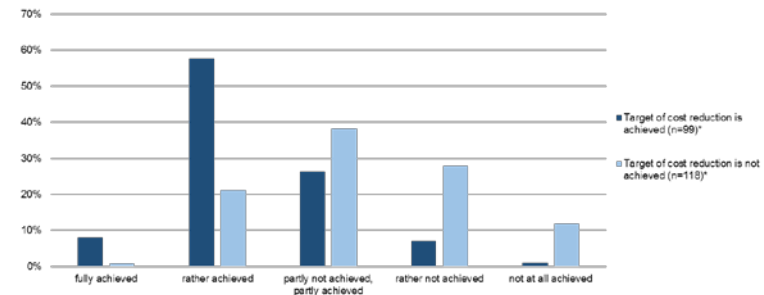
To which degree is the goal to *increase customer satisfaction* achieved?



To which degree is the goal Increase Customer Satisfaction achieved?

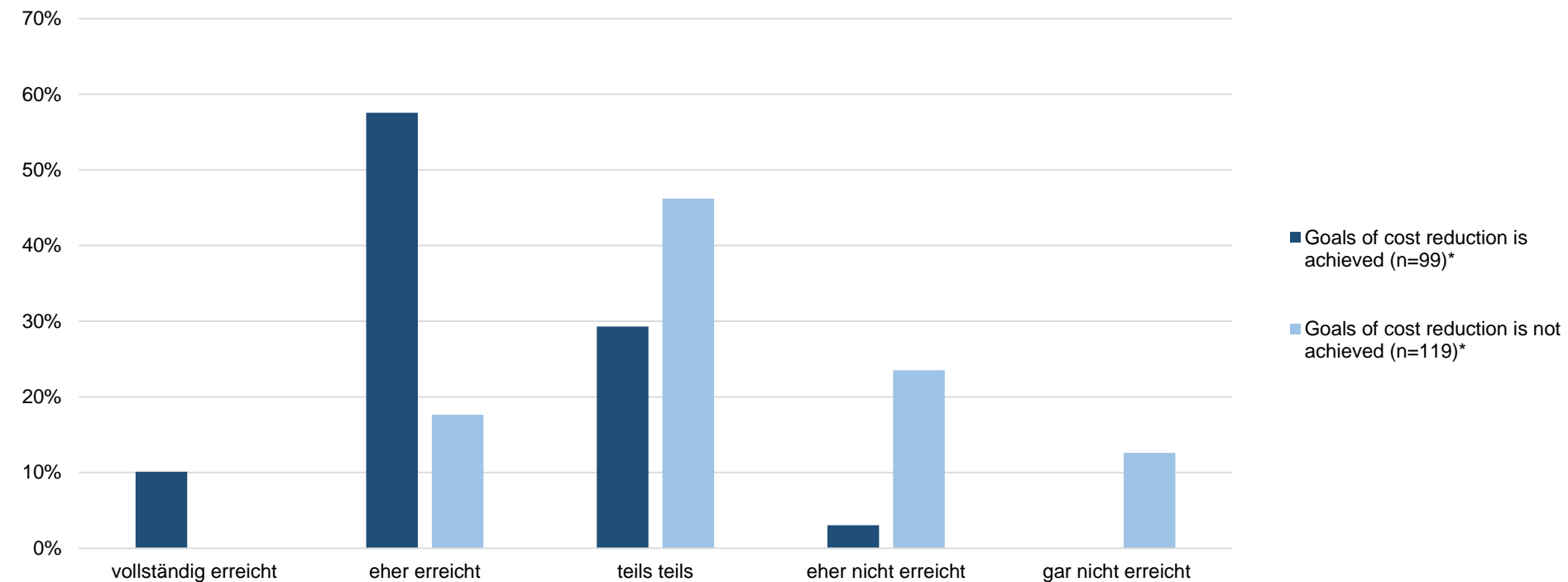
The majority (more than 60%) of the participants, who achieved their goal of cost reduction stated that they also achieved an increase in customer satisfaction.

A clear positive correlation can be seen here, as participants who already achieved to save costs, have an increase in customer satisfaction. On the contrary it is clear that with a marginal cost reduction, customer satisfaction is low.



*Achieved: statements of the participants who answered "fully achieved" or "rather achieved".
Not achieved: statements of the participants who answered "rather not achieved" or "not achieved", based on the question "To which degree are cost reductions achieved?"

To which degree is the goal Increase Quality achieved?



*Achieved: statements of the participants who answered "fully achieved" or "rather achieved".

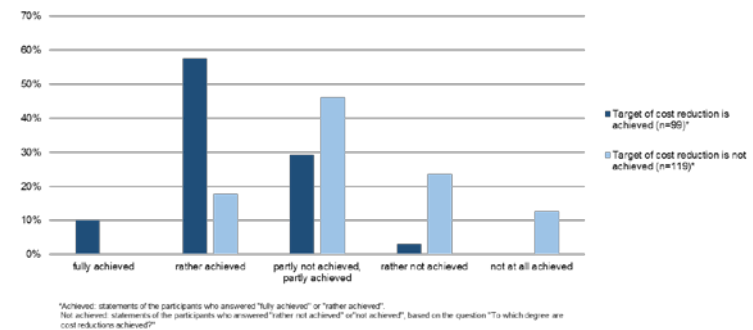
Not achieved: statements of the participants who answered "rather not achieved" or "not achieved", based on the question "To which degree are cost reductions achieved?"

To which degree is the goal Increase Quality achieved?

There is a positive correlation between the goals „increase quality“ and „cost reduction“.

Participants who already achieved the goal of cost reduction, stated that they furthermore made progress to increase the quality.

This result is quite remarkable, because the increase in quality may well be contrary to cost reduction within a company.



2.1 Goals of Process Management

2.2 Goal Achievement of Process Management

2.3 Importance of Process Management

2.4 Process Orientation

2.5 Organizational Culture

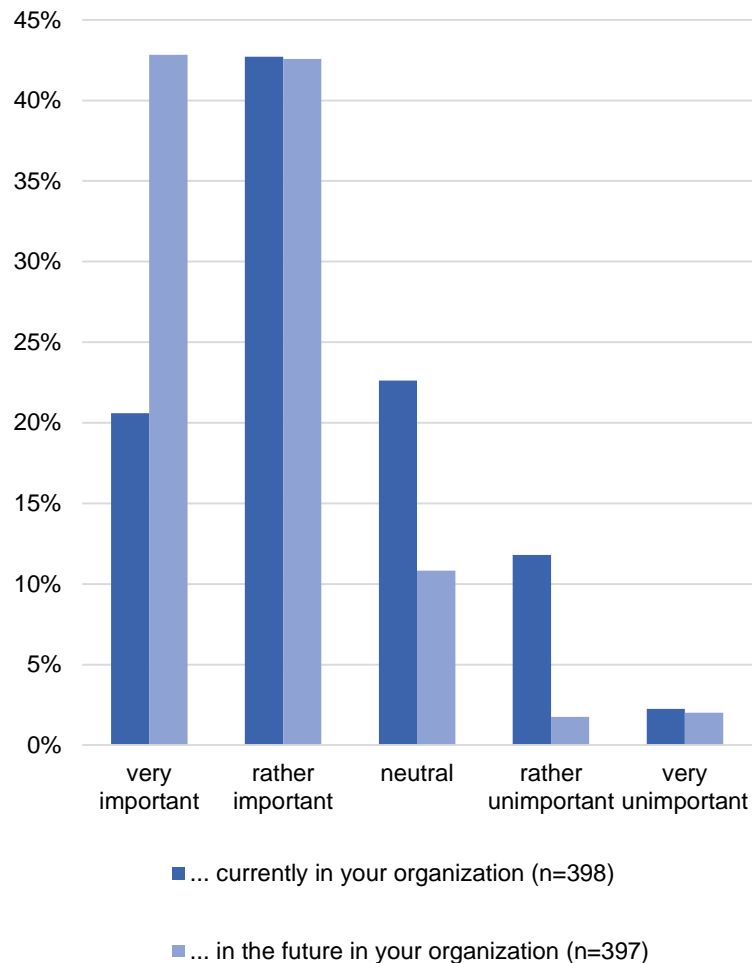
2.6 Satisfaction with Management Approaches

2.7 BPM Success Factors

2.8 Trend Topics

2.9 BPM in Organizations

How important is the topic Process Management?



The survey indicates that process management has a high priority in the participants' organizations at the moment and will furthermore gain even more importance in the future.

In the future, the topic process management will be a important or very important topic for around 85% of the participants.

Only 5% of the participants state that both now and in the future process management will remain a very unimportant topic.

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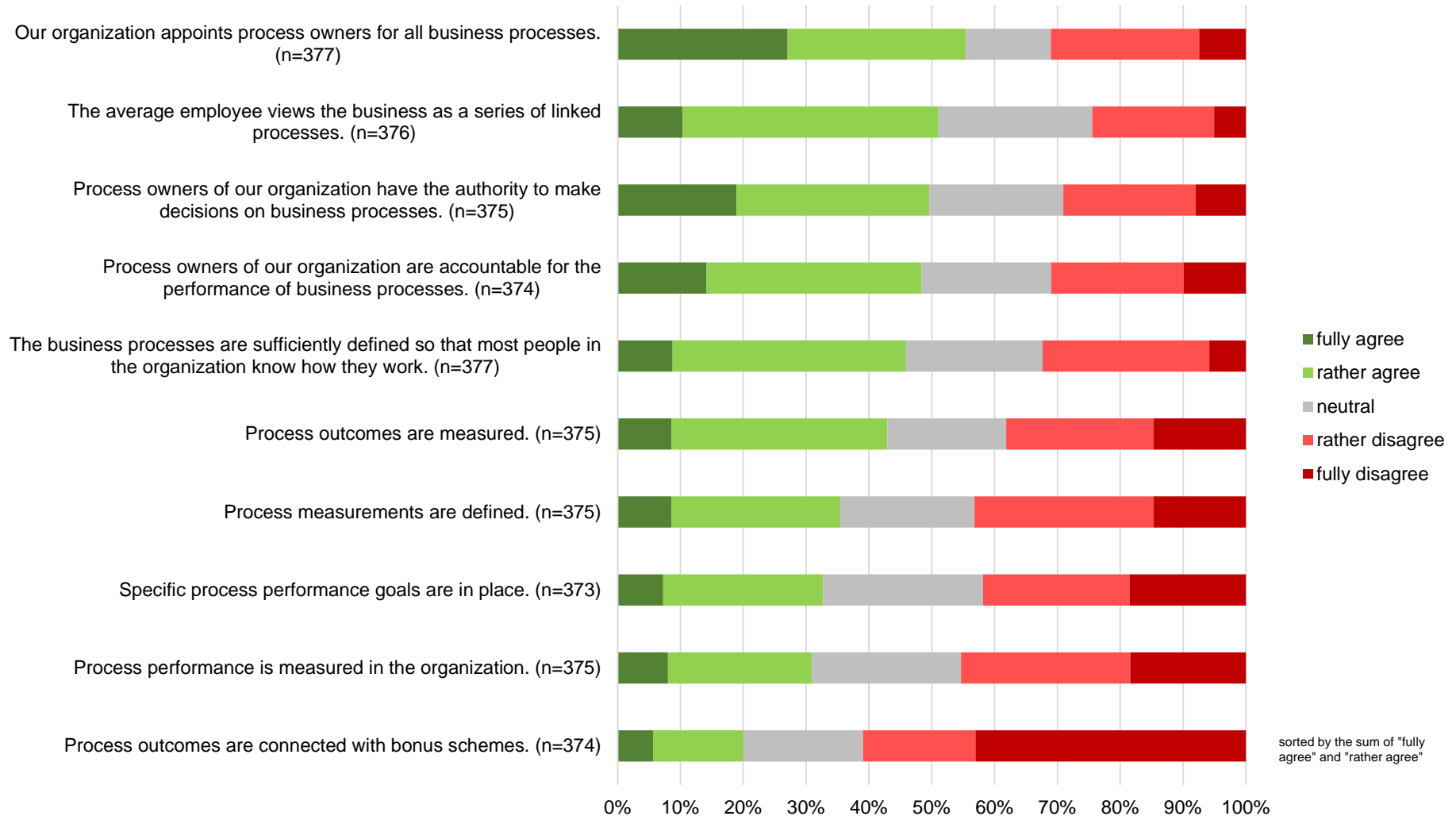
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2.9 BPM in Organizations

How do you rate the following statements on business process management in your organization?



How do you rate the following statements on business process management in your organization?

The statement "our organization appoints owners for all business processes" shows the highest consent of all participants with 55%.

The statement, "the average employee views the business as a series of linked processes" comes second even though only 10% fully agreed with this statement.

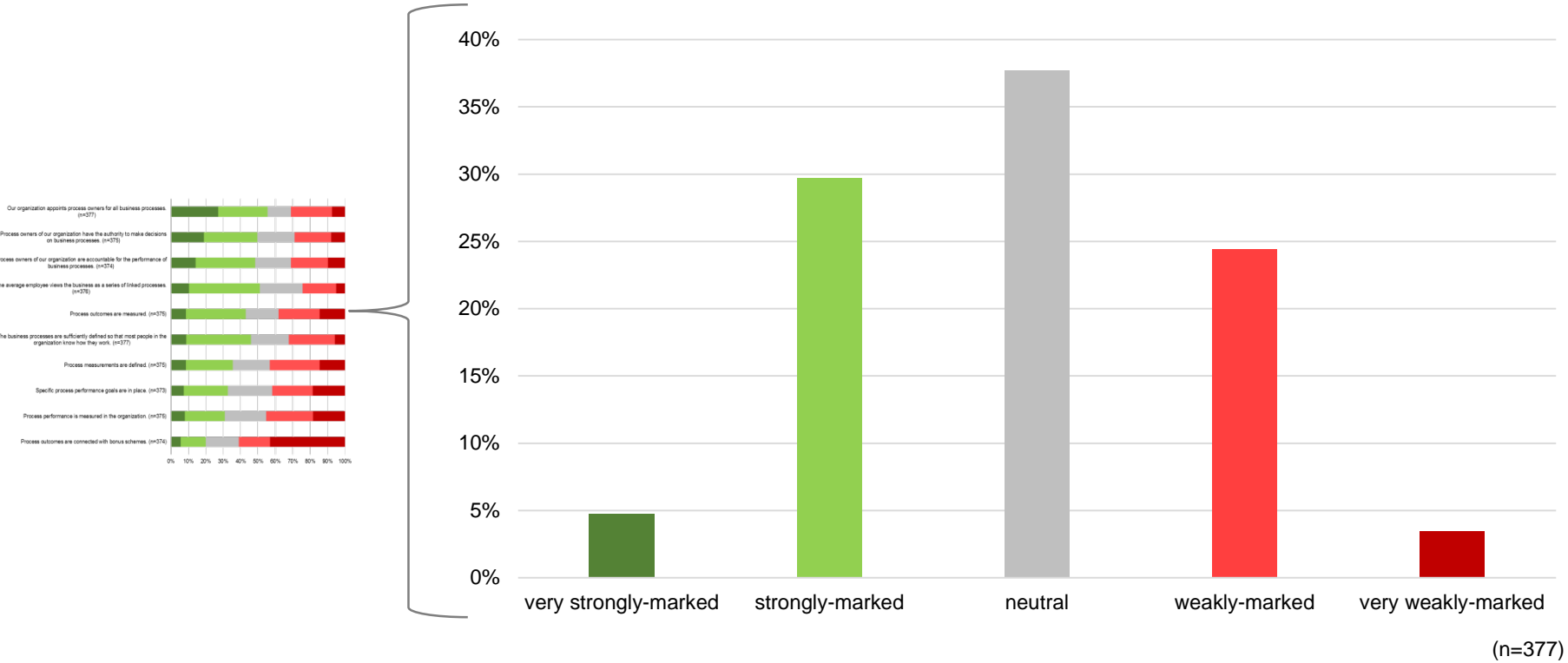
Specific process performance goals are put in place in 33% of all organizations, of those 31% are measured.

Compared to this, only 20% of the participants state its true that "process outcomes are connected with bonus schemes".

None of the possible answers reached more that 55% agreement.



Process orientation according to McCormack, K. and Johnson, W.C. (2001):



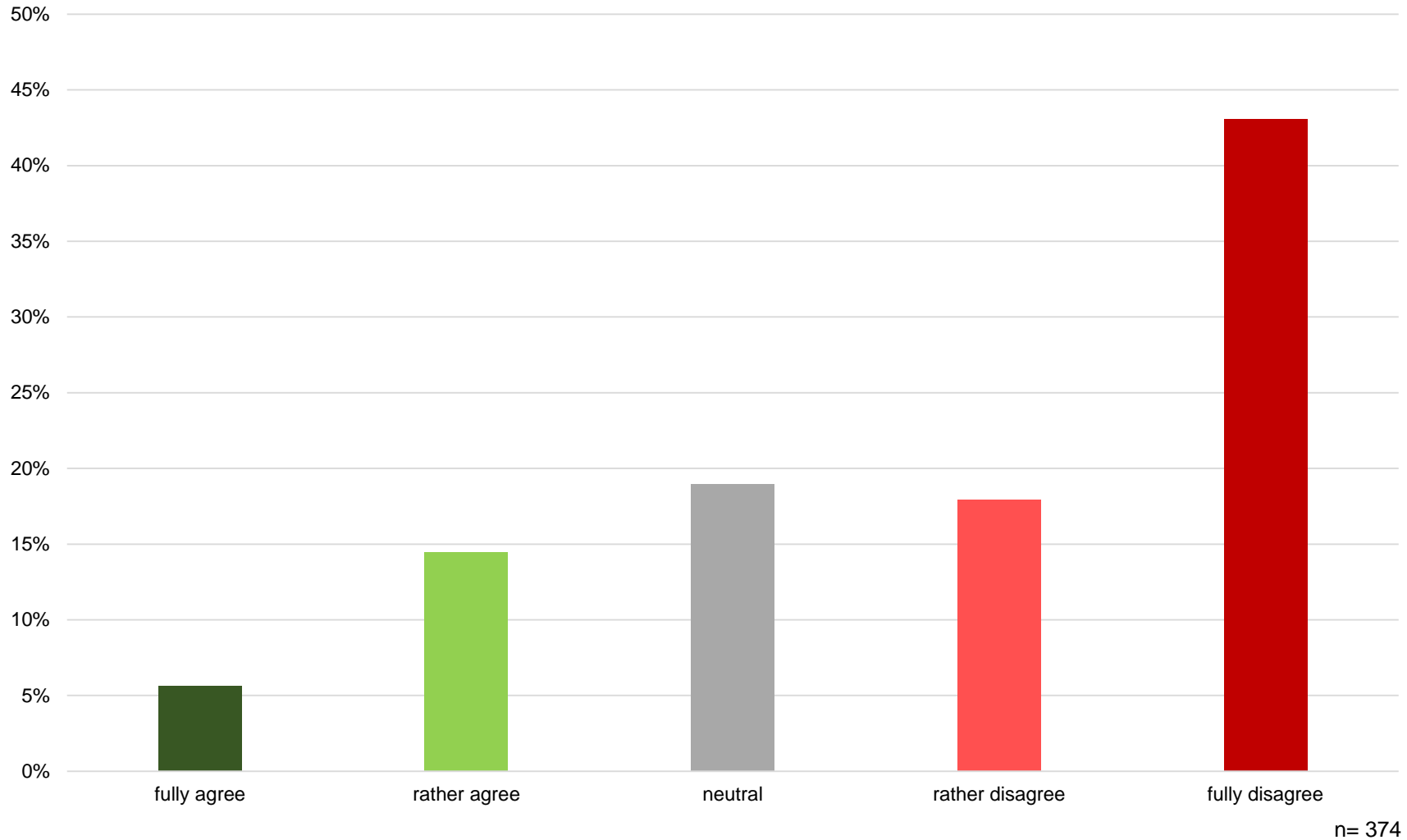
Process orientation according to McCormack, K. and Johnson, W.C. (2001)

The median, the mode and the arithmetic mean of the process orientation are within sector 3.

Overall we observe a light tendency towards “strong process orientation” (35%), “weak process orientation” is approximately 27%. The participating organizations thus work rather process orientated.

The process orientation was calculated as mean by the nine partial questions. It adapts the calculation of McCormack and Johnson, W.C. (2001). Business process orientation: gaining the e-business competitive advantage. Florida: St. Lucie Press, taking into account that the amount of partial questions was shortened.

Process outcomes are connected with bonus schemes:

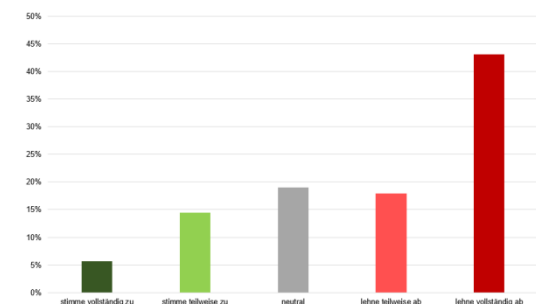


Process outcomes are connected with bonus schemes:

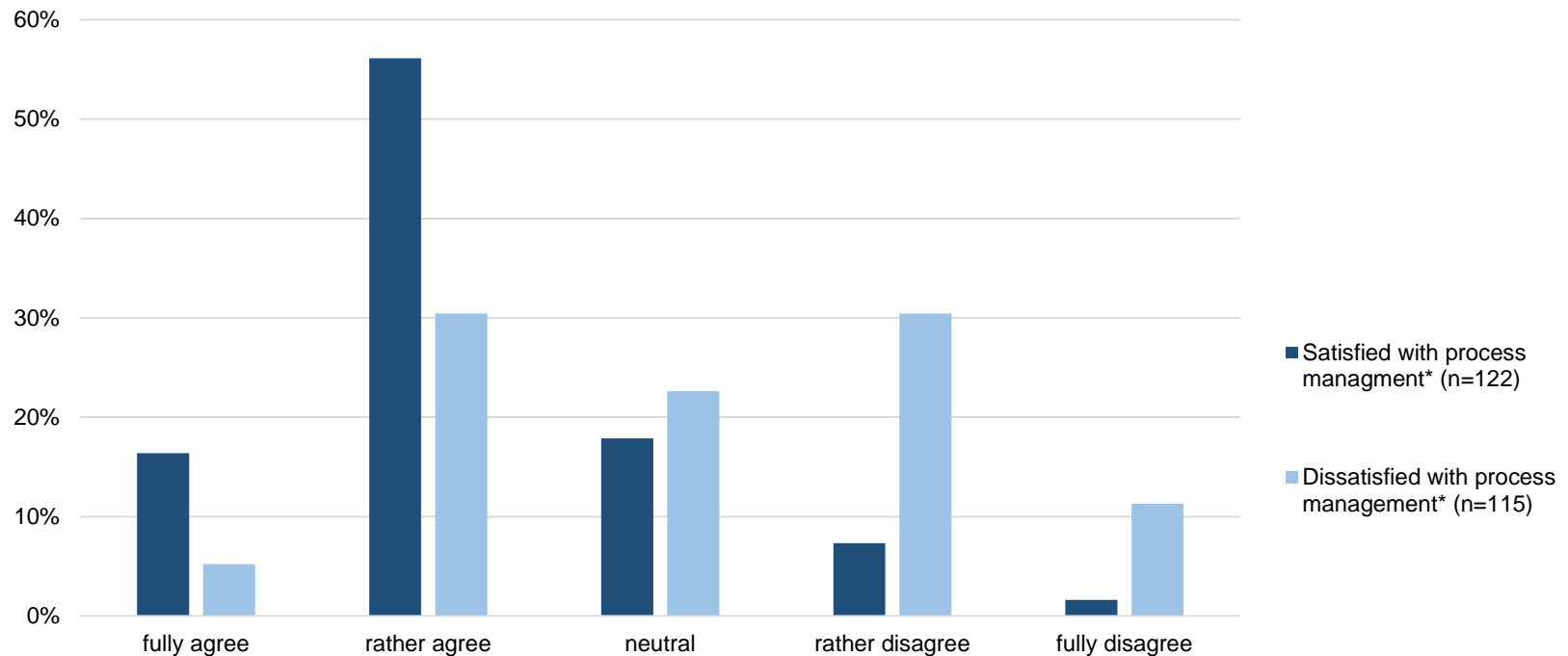
It can be assumed that the inclusion of process-related outcomes in bonus schemes is an indicator of how serious process orientation is approached in the organization. If this is the case, many organizations appear to be rather half-hearted in approaching process management.

This graph heavily illustrates that process outcome is barely a part of the variable bonus schemes.

More than 60% of the participants rather disagree or fully disagree with this statement.



The average employee views the business as a series of linked processes:



*Satisfied with process management: statements of the participants who answered „fully satisfied“ or „rather satisfied“. Dissatisfied with process management: statements of the participants who answered „rather dissatisfied“ or „fully dissatisfied“

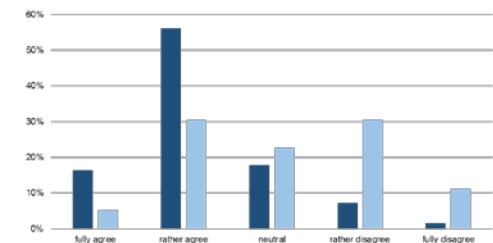
based on the question: „How satisfied are you with process management in your organization?“

➔ The average employee views the business as a series of linked processes:

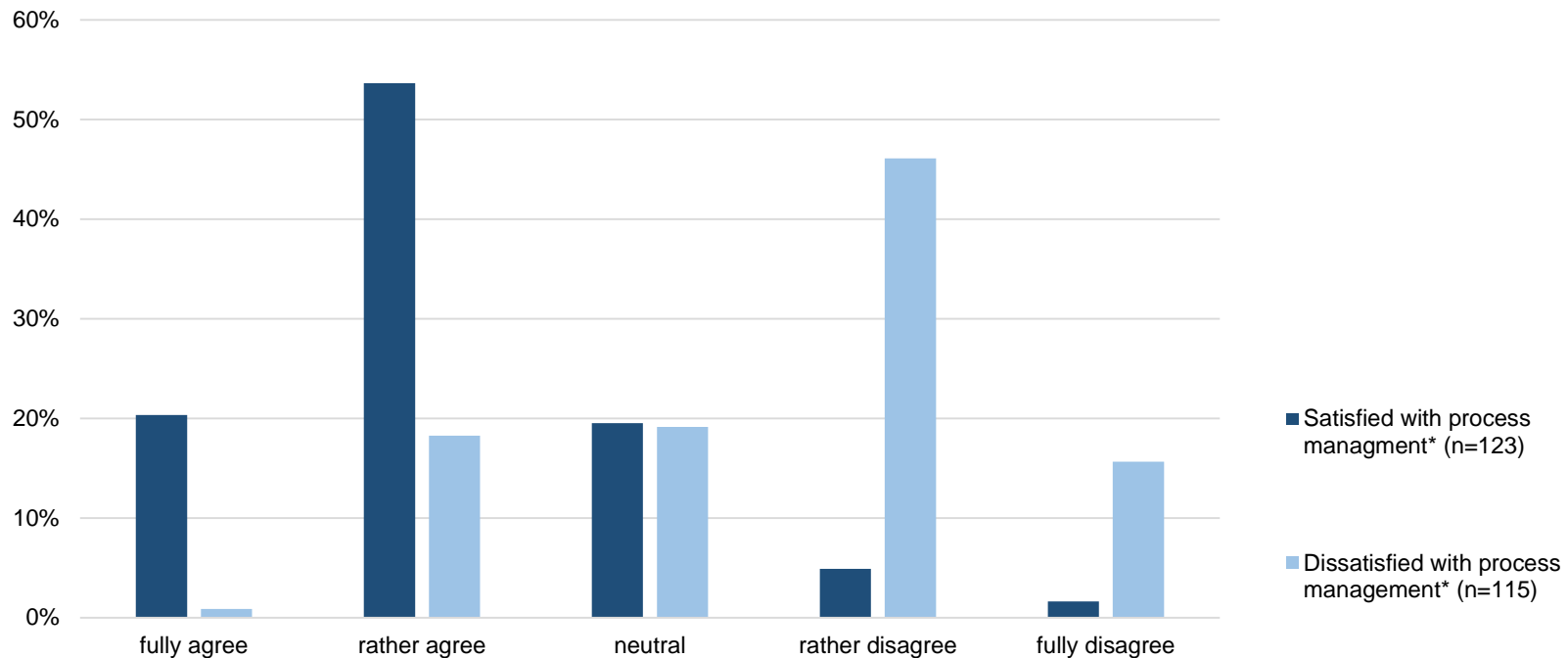
Employees who are satisfied with the process management within their company and tend to view procedures as a series of linked processes.

More than 70% of all employees who are satisfied with the process management, view procedures of their company as a series of linked processes.

What is remarkable here is that 30% of all employees who are not satisfied with the process management in their company, nevertheless stated that they view procedures as a series of linked processes.



The business processes are sufficiently defined so that most people in the organization know how they work:



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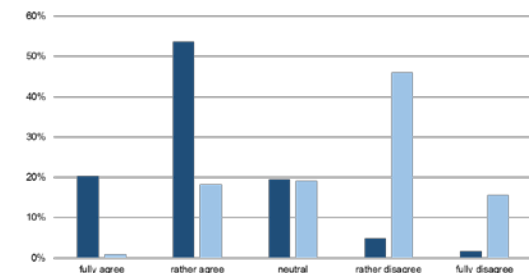
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The business processes are sufficiently defined so that most people in the organization know how they work:

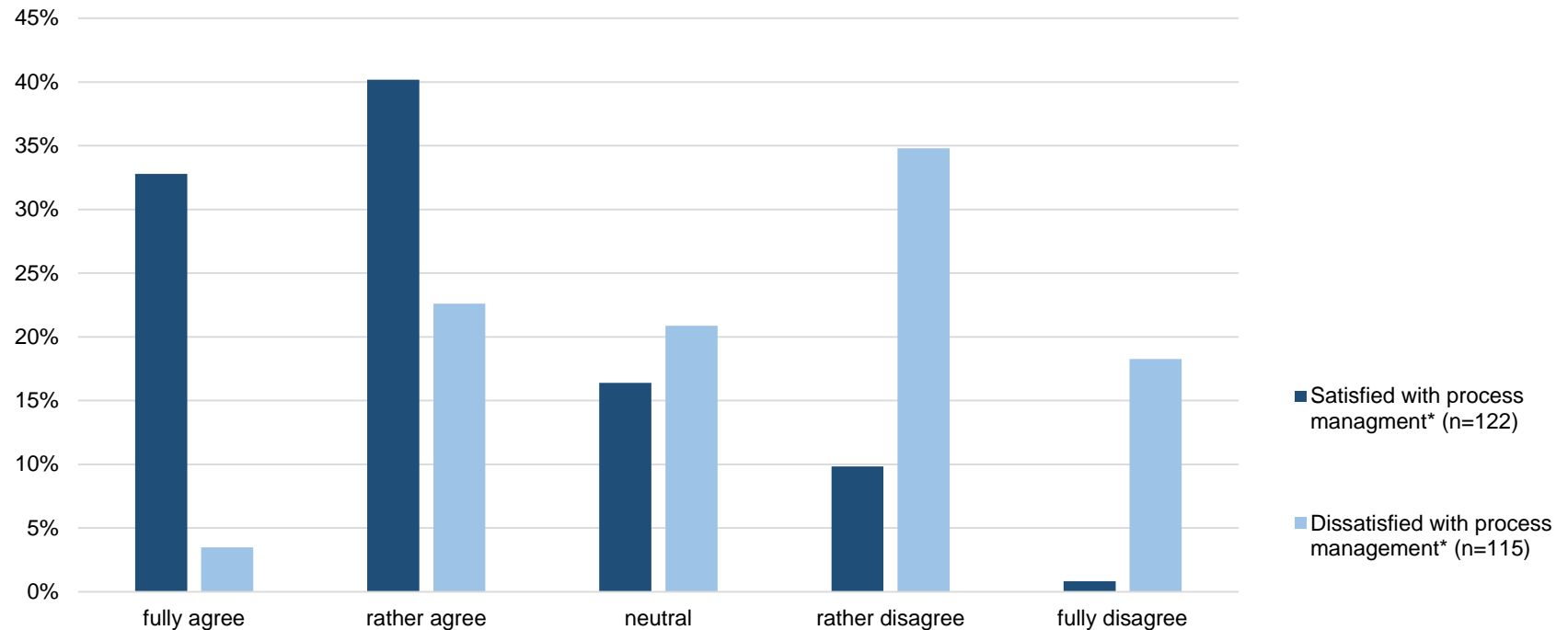
This evaluation shows that there is a strong correlation between the satisfaction of the process management in the company and the sufficient definition of business processes.

Nearly 75% of all participants who stated that being satisfied with the internal process management, also view their business processes as sufficiently defined, so that employees are well informed about the internal processes.

On the contrary, 60% of the employees who are unsatisfied with the process management see it die other way round.



Process owners of our organization have the authority to make decisions on business processes:



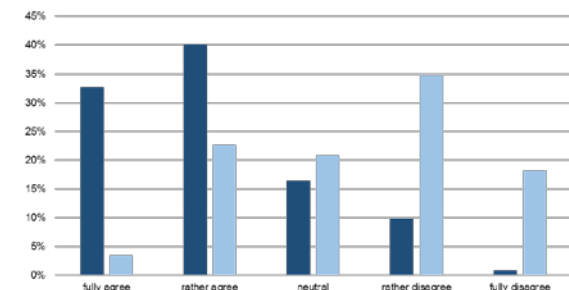
*Satisfied with process management: statements of the participants who answered „fully satisfied“ or „rather satisfied“. Dissatisfied with process management: statements of the participants who answered „rather dissatisfied“ or „fully dissatisfied“

based on the question: „How satisfied are you with process management in your organization?“

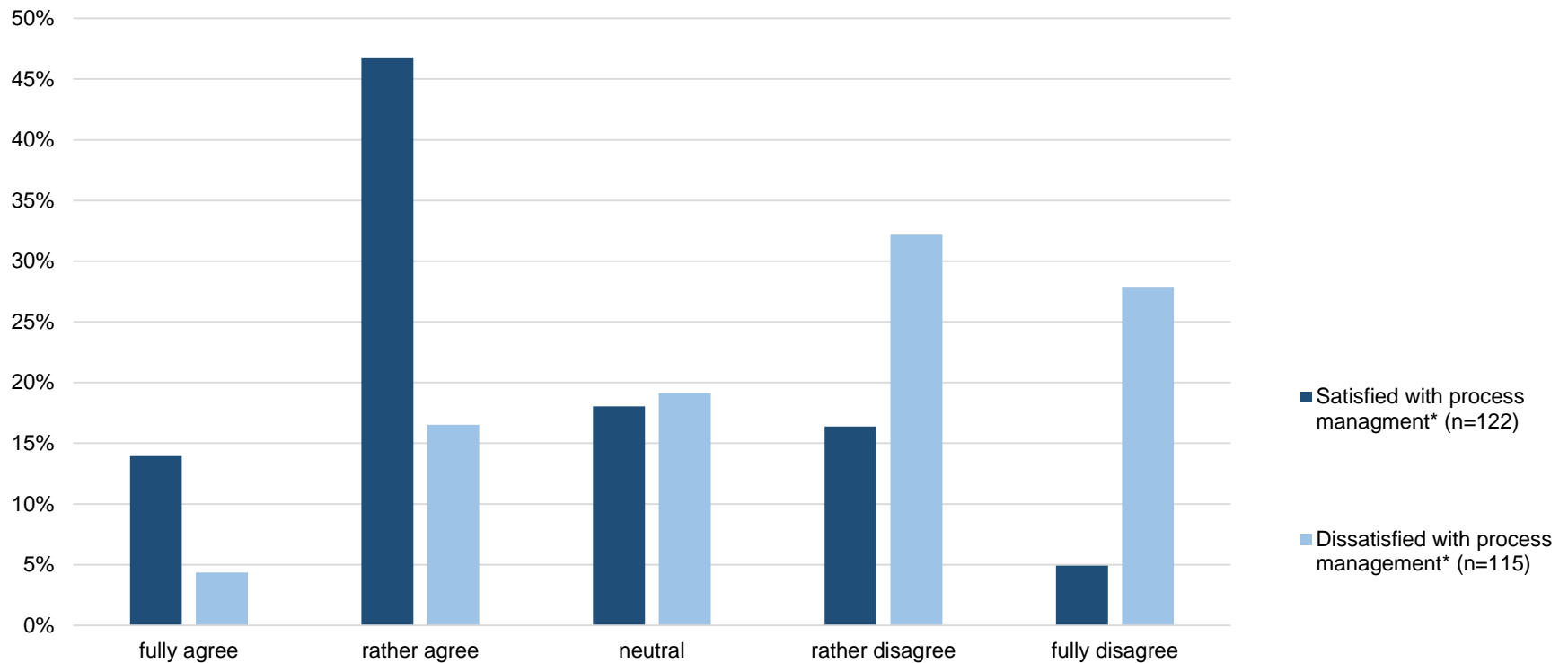
Process owners of our organization have the authority to make decisions on business processes:

A majority of the participants who were satisfied with the process management within their organization, stated that process owners were given the authority to make decision on business processes.

Hence the conclusion can be drawn that in general processes to which a process owner is assigned are more likely to increase the overall satisfaction with the internal process management.



Process performance is measured in the organization:



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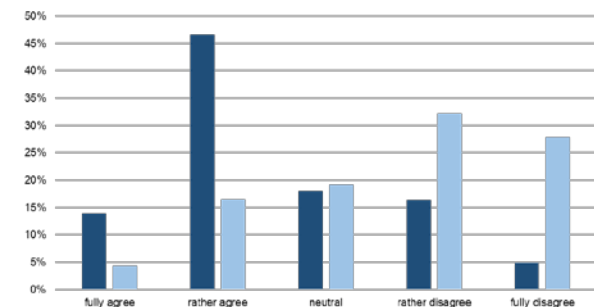
based on the question: „How satisfied are you with process management in your organization?“

Process performance is measured in the organization:

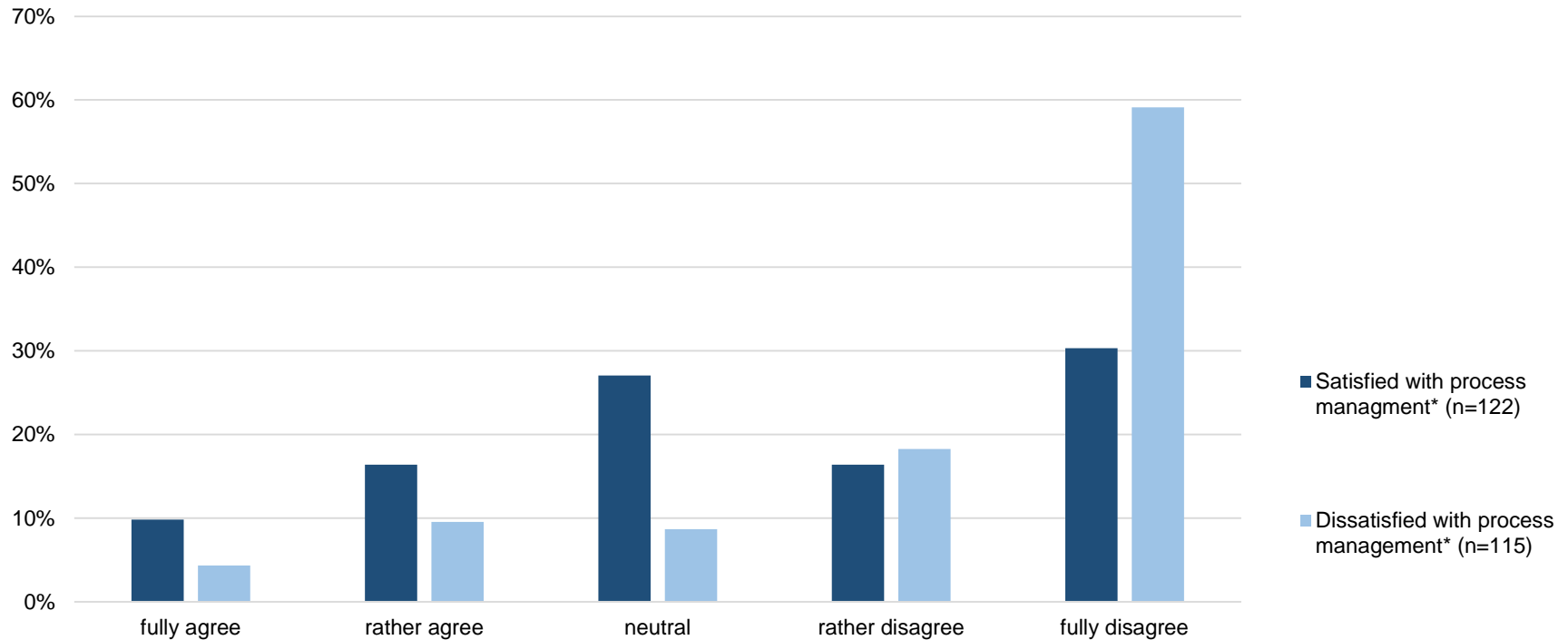
The following graph indicates that satisfaction with the process management within the own organization is closely tied to the measurement of process performance.

Nearly 60% of the participants, who are satisfied with their internal process management, stated that their process performance is measured in the organization.

This allows us to draw the conclusion that measuring the process performance is connected with satisfaction of internal process management.



Process outcomes are connected with bonus schemes:



*Satisfied with process management: statements of the participants who answered „fully satisfied“ or „rather satisfied“. Dissatisfied with process management: statements of the participants who answered „rather dissatisfied“ or „fully dissatisfied“

based on the question: „How satisfied are you with process management in your organization?“

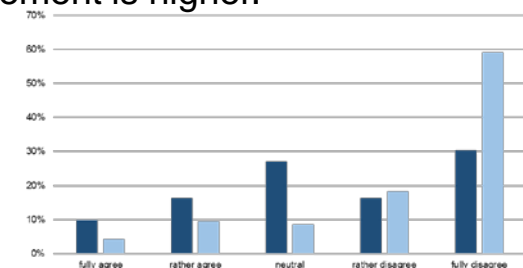
Process outcomes are connected with bonus schemes:

This graph shows that only for a minimal part of the participants process outcomes are part of the bonus schemes.

30% of the participants who are completely satisfied with the process management fully disagree with the statement that process outcomes are connected with bonus schemes. Furthermore, 60% of the participants who are dissatisfied with the process management, fully disagree with the statement above.

Only for 25% of the participants, who are satisfied with the process management, the process outcomes are connected with bonus schemes.

This permits the conclusion that only for the small part of the participants the process outcomes are connected with bonus schemes. Their satisfaction with process management is higher.



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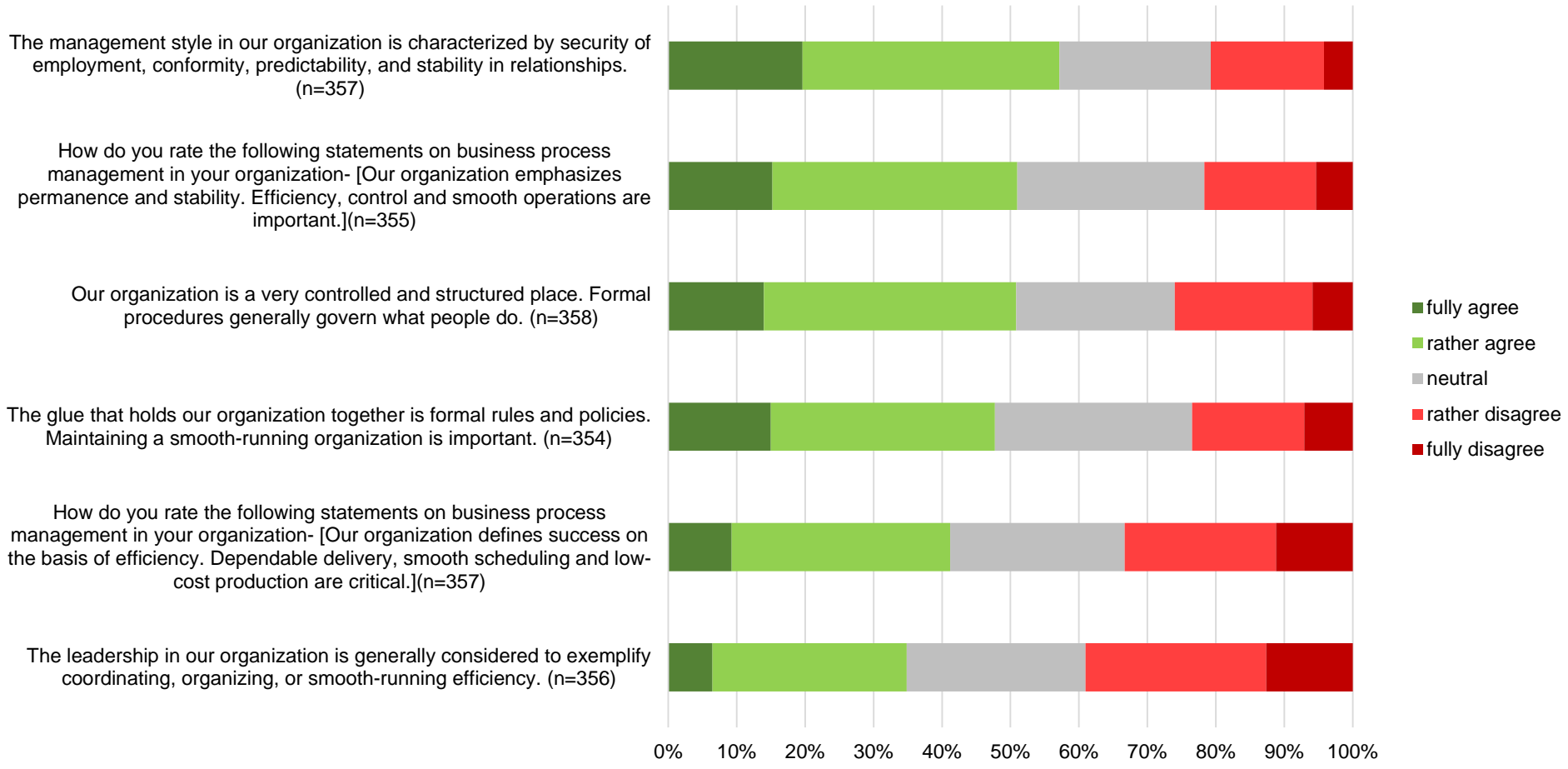
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How do you rate the following statements on business process management in your organization?

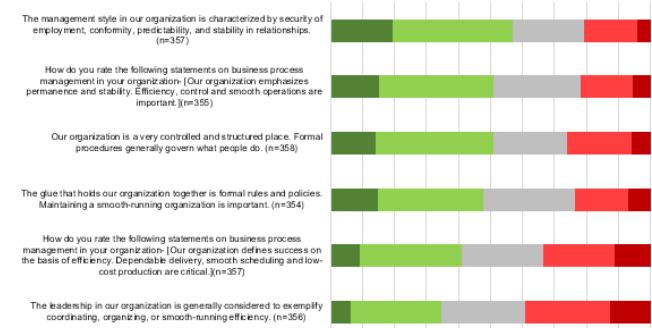


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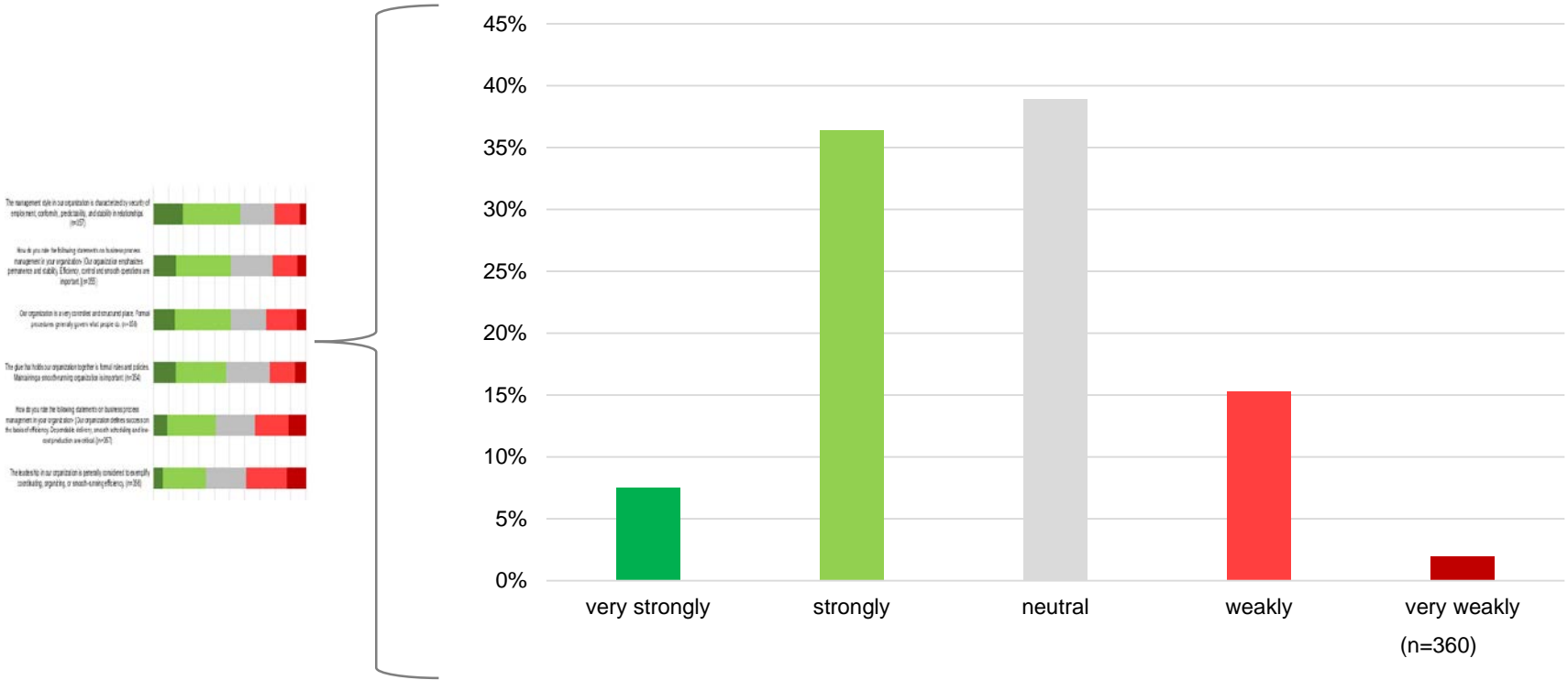
The majority of participants (57%) states that the management style is characterized by security of employment, predictability and stability in relationships.

Only a third of the participants state that the management of the organization exemplifies coordination, organization and smooth operation.

Half of the participants say that stability of the company is granted by clear rules and structure, furthermore nearly the same amount of participants view their company as organized and well structured: procedures govern what people do.



Hierarchical culture according to Cameron, K.S. and Quinn, R.E. (2006):

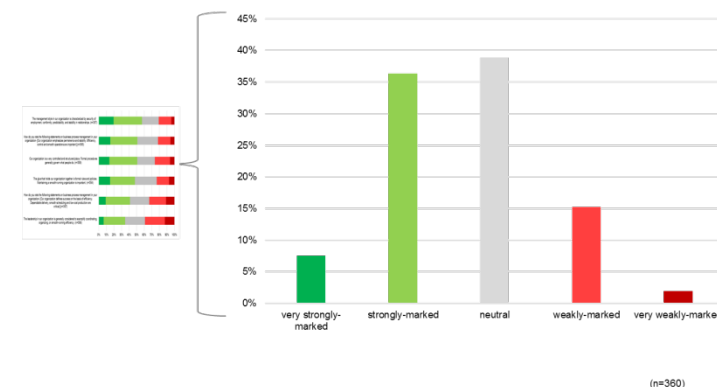


Hierarchical culture according to Cameron, K.S. and Quinn, R.E. (2006):

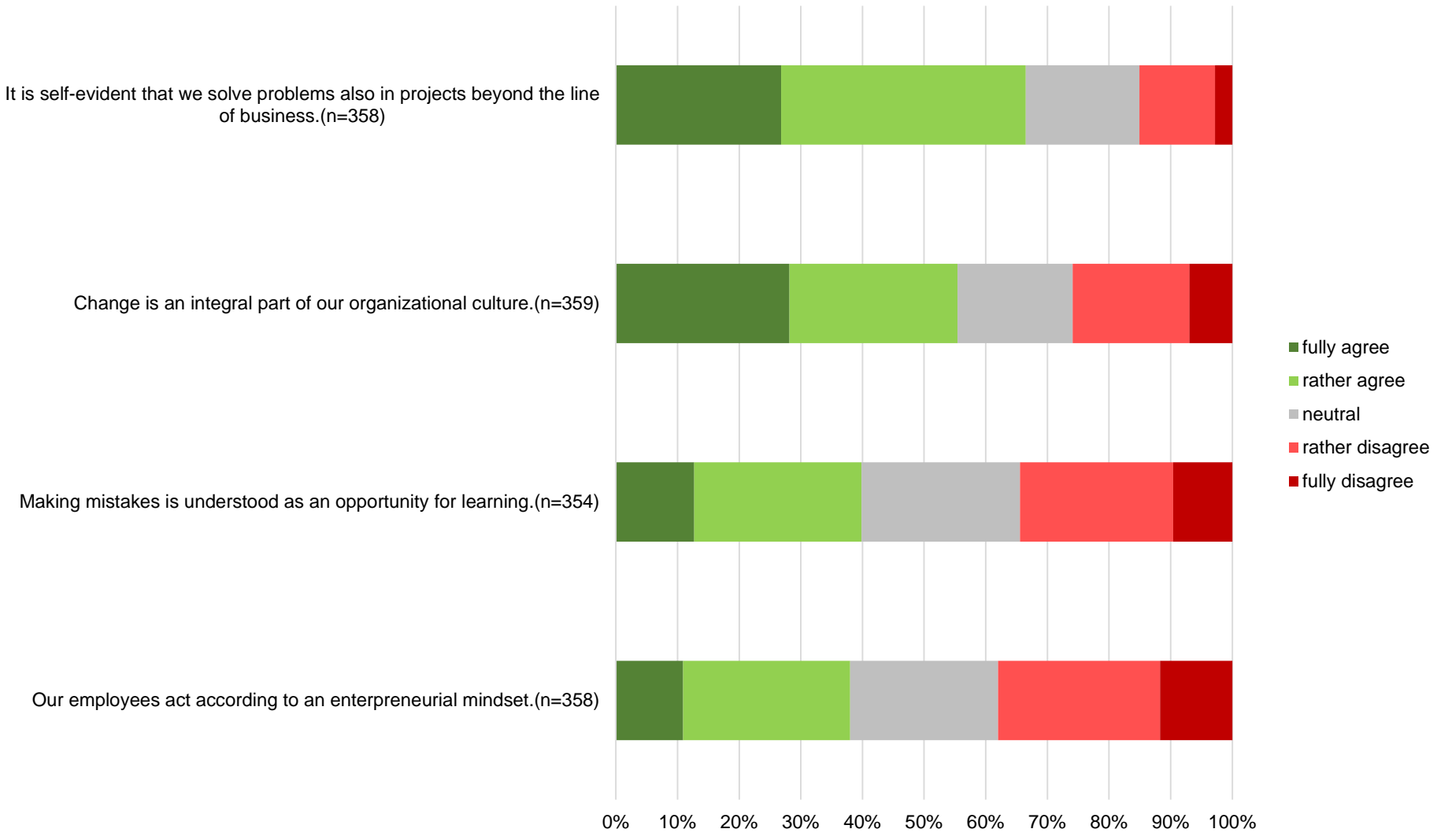
Nearly half of the organizations have a strong to very strong hierarchical organizational culture.

Only 17% of all organizations have a weak to very weak hierarchical organizational culture.

The hierarchical organizational culture was calculated with the six prior partial questions. According to Cameron, K.S. and Quinn, R.E. (2006). Diagnosing and changing organizational culture: Based on the competing values framework. Reading, MA: Addison-Wesley.



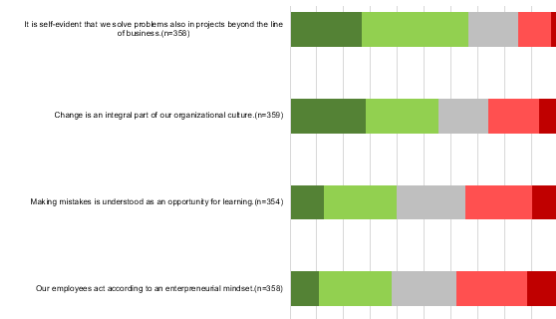
How do you rate the following statements on business process management in your organization?



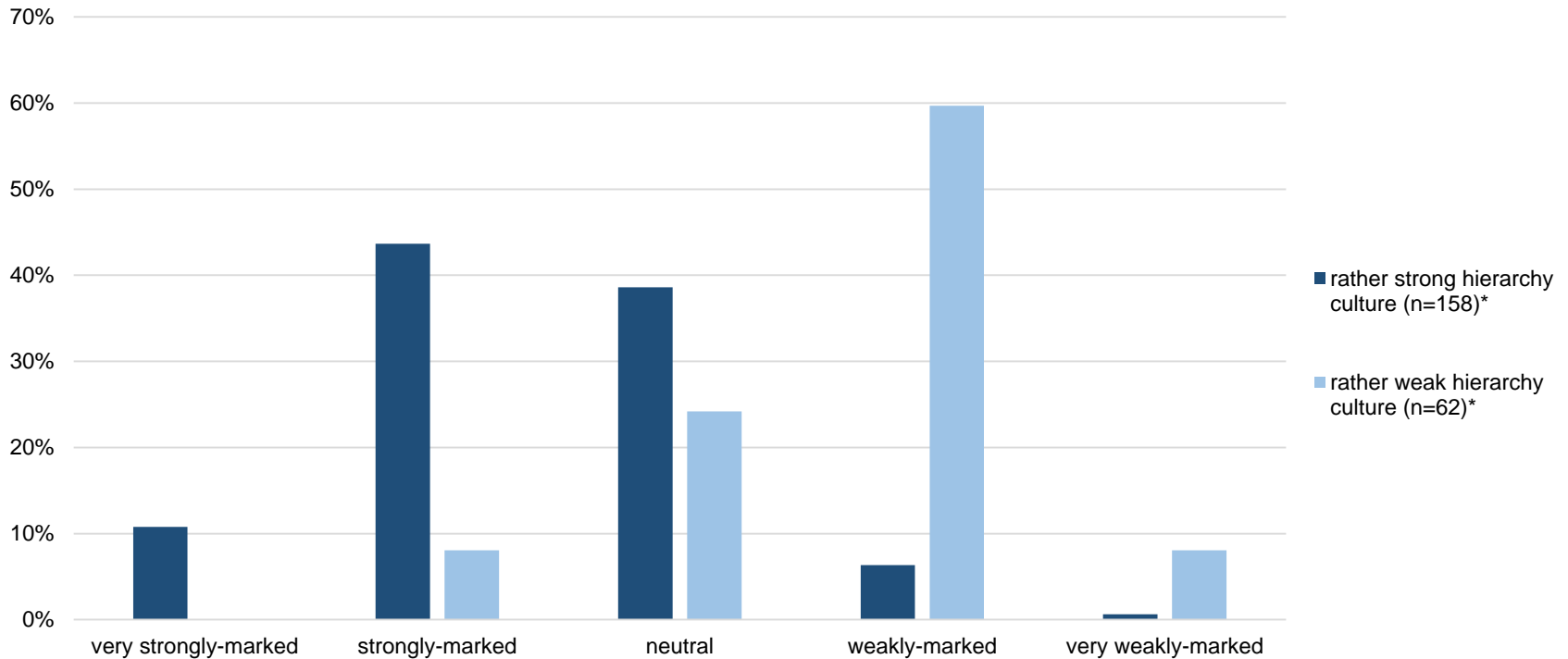
How do you rate the following statements on business process management in your organization?

65% of the participants state that problems are solved beyond the lines of businesses. Likewise, change is an integral part of the organizational culture for more than half of the participants (53%).

Deficits are shown where organizations need to invest themselves and act with entrepreneurial responsibility.



Process orientation according to McCormack, K. and Johnson, W.C. (2001):



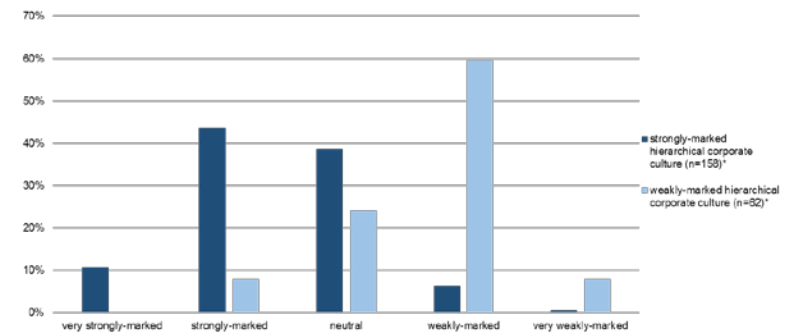
*strongly-marked hierarchical corporate culture: composed of "very strongly-marked" and "strongly-marked"
 weakly-marked hierarchical corporate culture: composed of "weakly-marked" and "very weakly-marked"
 based on the aggregated item "Hierarchical corporate culture" according to Cameron, K.S. and Quinn, R.E. (2006)

Process orientation according to McCormack, K. and Johnson, W.C. (2001):

In this chart it is shown that for organizations that have a strong hierarchical culture, one can also find a strong to very strong process orientation (50%).

On the contrary, nearly 70% of the participants rated process orientation weak to very weak in organizations where the hierarchical culture is low.

This data can provide insight on how organizational culture influences process orientation in organizations, because there is a positive correlation between those two factors.



*strongly-marked hierarchical corporate culture: composed of "very strongly-marked" and "strongly-marked"
*weakly-marked hierarchical corporate culture: composed of "weakly-marked" and "very weakly-marked"
based on the aggregated item "Hierarchical corporate culture" according to Cameron, K.S. and Quinn, R.E. (2006)

2.1 Goals of Process Management

2.2 Goal Achievement of Process Management

2.3 Importance of Process Management

2.4 Process Orientation

2.5 Organizational Culture

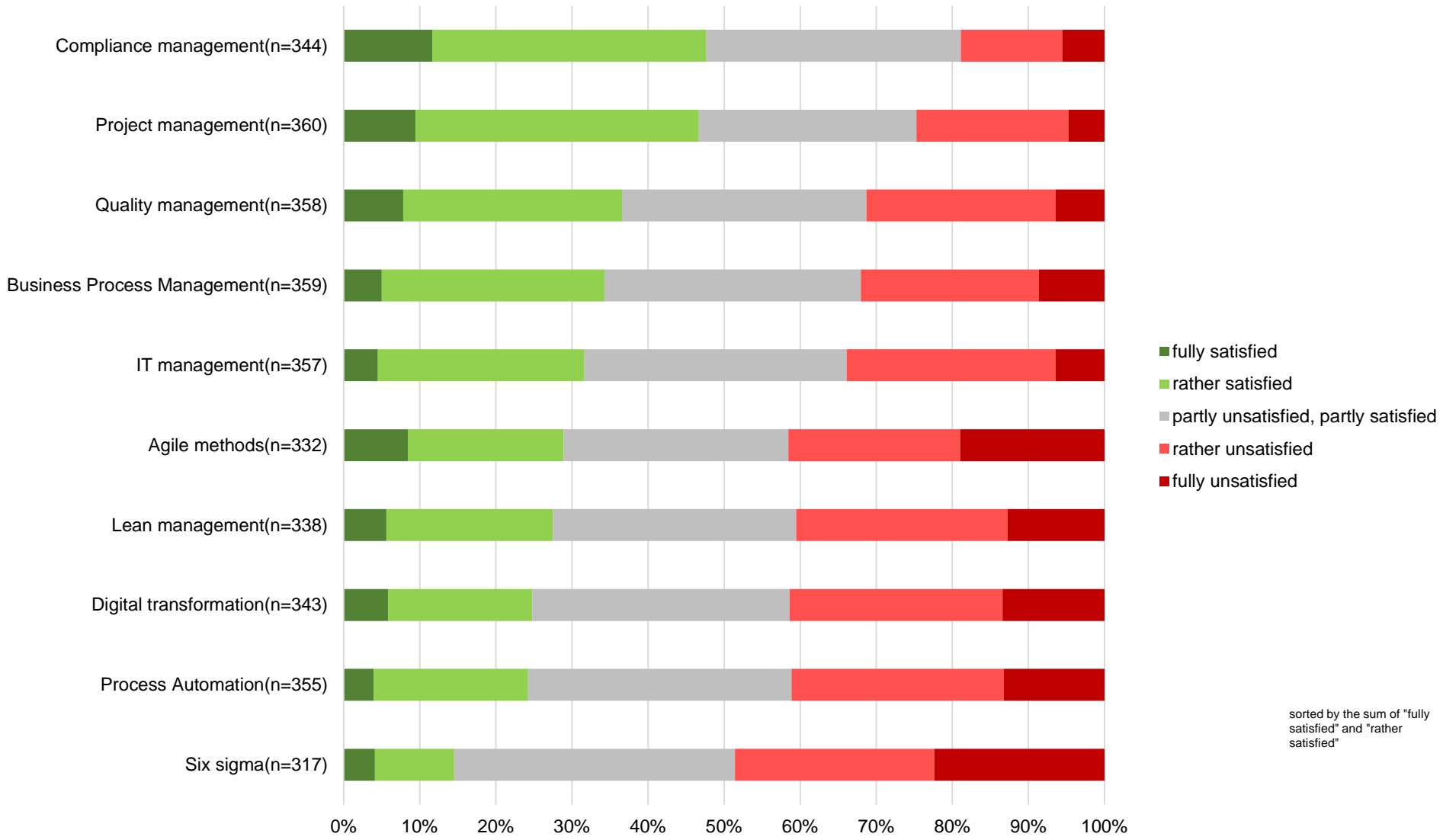
2.6 Satisfaction with Management Approaches

2.7 BPM Success Factors

2.8 Trend Topics

2.9 BPM in Organizations

How satisfied are you with the following approaches in your organization?



sorted by the sum of "fully satisfied" and "rather satisfied"

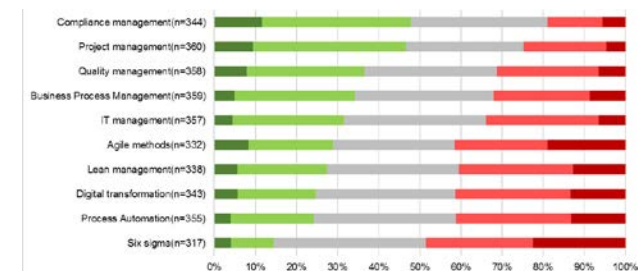
How satisfied are you with the following approaches in your organization?

This survey shows that the satisfaction with compliance and project management approaches are the highest in organizations. Satisfaction with process management is higher than for IT management and agile methods.

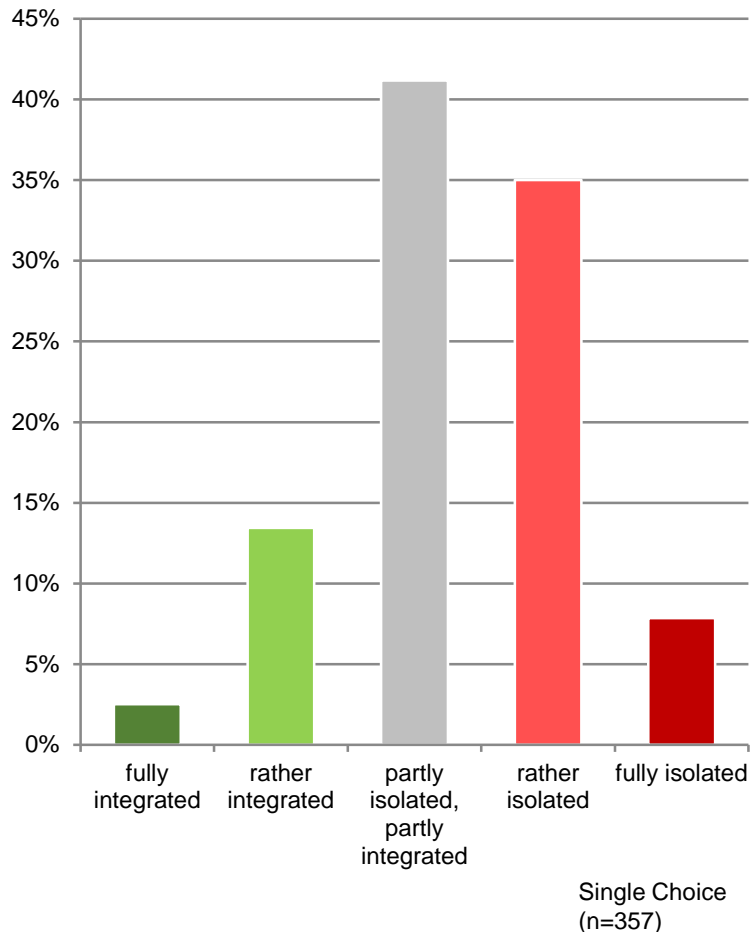
There is a backlog of demand in the fields of process automatization, digital transformation and lean management. In all of the above, the satisfaction ranges significantly under 30%. Six Sigma is last with 14%.

It is noteworthy that Six Sigma, lean management and agile methods have a high level of dissatisfaction.

It is furthermore noticeable that none of the above reaches more than 50% satisfaction.



How strongly are these management approaches integrated?



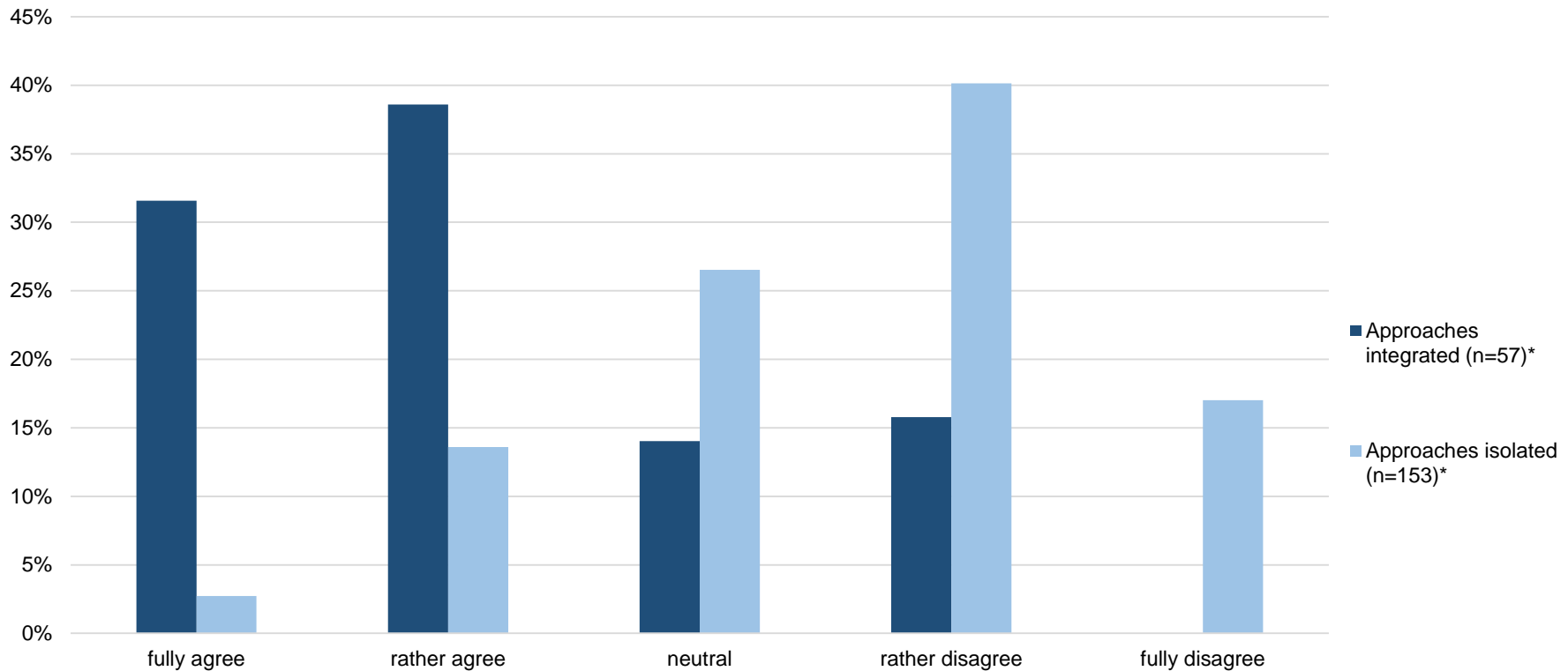
76% of the participants state that their management approaches are only partly or even rather isolated than integrated.

Only 16% rate their approaches integrated in their organization.

Fully integrated are only 2,5% of all management approaches. In contrast 8% are fully isolated.

In total it needs to be said that management approaches are more likely to be isolated than integrated, according to the statements made by the participants.

Making mistakes is understood as an opportunity for learning:



*Integrated: statements of the participants who answered „fully integrated“ or „rather integrated“ Isolated: statements of the participants who answered „rather isolated“ or „fully isolated“

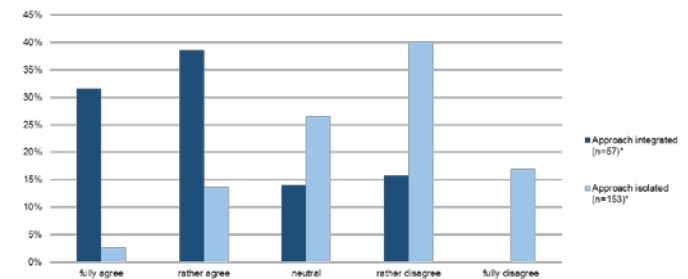
based on the question: „How strongly are these approaches integrated?“

Making mistakes is understood as an opportunity for learning:

This graph shows that mostly participants (nearly 70%) in whose companies where management approaches are integrated stated that “making a mistake is understood as an opportunity for learning”.

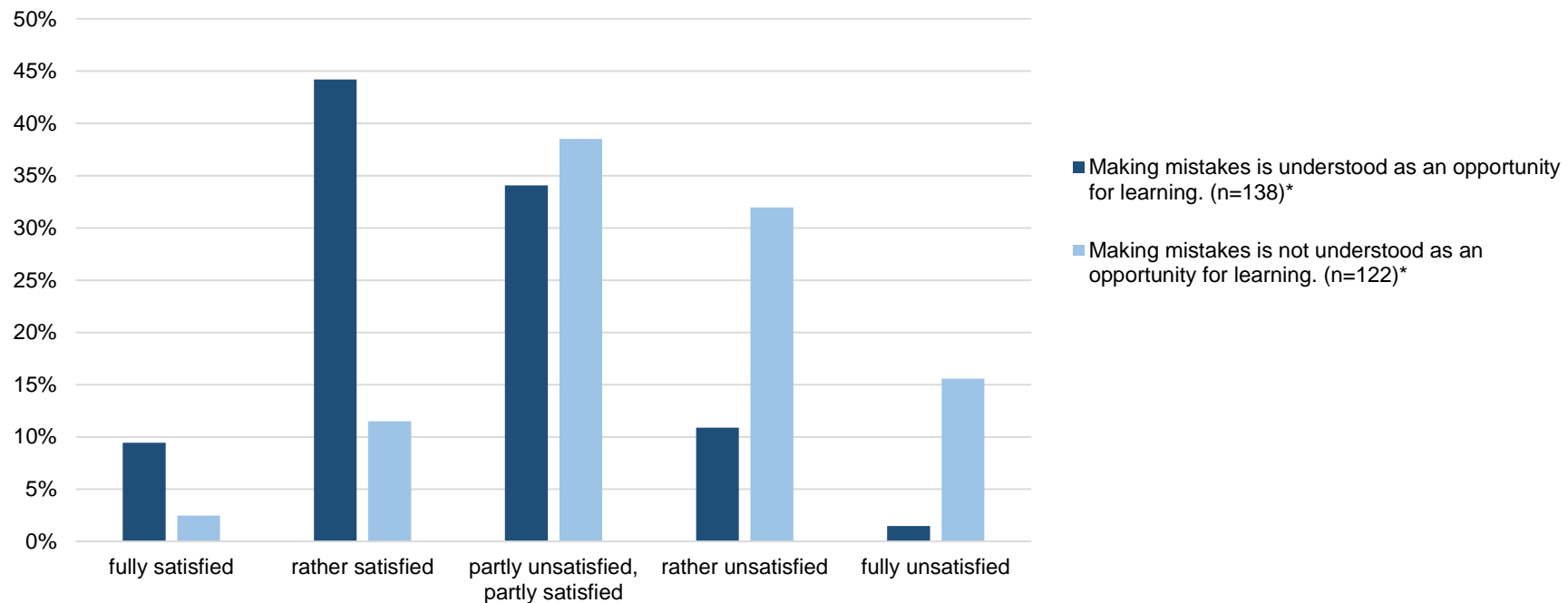
On the other hand for 55% of the participants making a mistake is not seen as a chance for learning, if, in their organization, business approaches are not implemented.

In this comparison a clear distinction can be made between those participants who see different management approaches integrated or isolated in their organization.



*Integrated: statements of the participants who answered 'fully integrated' or 'rather integrated' isolated: statements of the participants who answered 'rather isolated' or 'fully isolated' based on the question: 'How strongly see these approaches integrated?'

How satisfied are you with the Process Management approach in your organization?



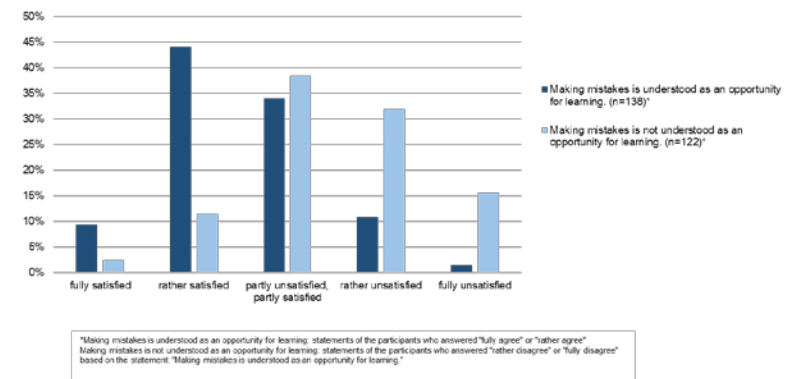
*Making mistakes is understood as an opportunity for learning: statements of the participants who answered "fully agree" or "rather agree"
Making mistakes is not understood as an opportunity for learning: statements of the participants who answered "rather disagree" or "fully disagree"
based on the statement: "Making mistakes is understood as an opportunity for learning."

How satisfied are you with the Process Management approach in your organization?

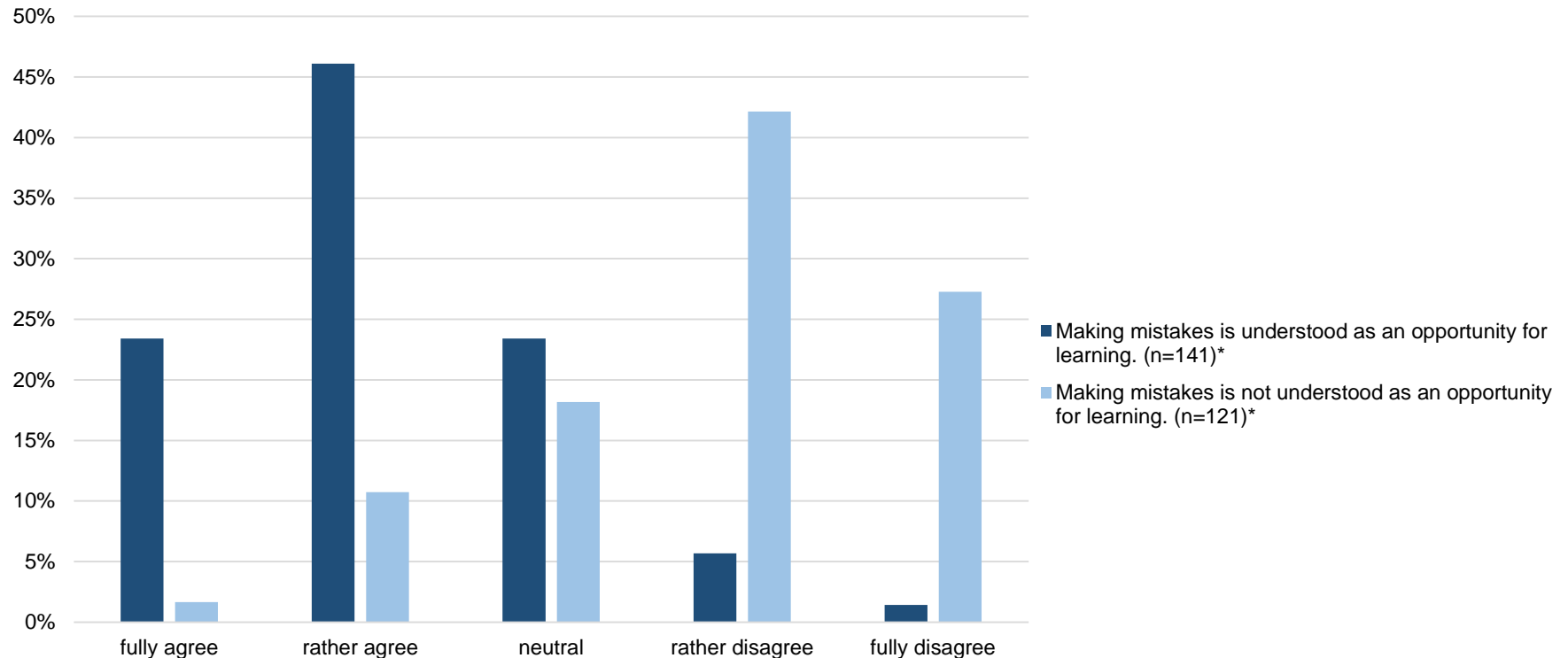
The chart shows that people in organizations where making mistakes is seen as an opportunity are more satisfied with their process management than those where making mistakes is not seen as chance.

More than 50% of the participants, in whose organization mistakes are seen as an opportunity to learn, are satisfied with the management approach process management.

On the contrary 45% of the people, in whose organization mistakes are not seen as an opportunity to learn, are dissatisfied with the management approach.



Our employees act according to an entrepreneurial mindset:



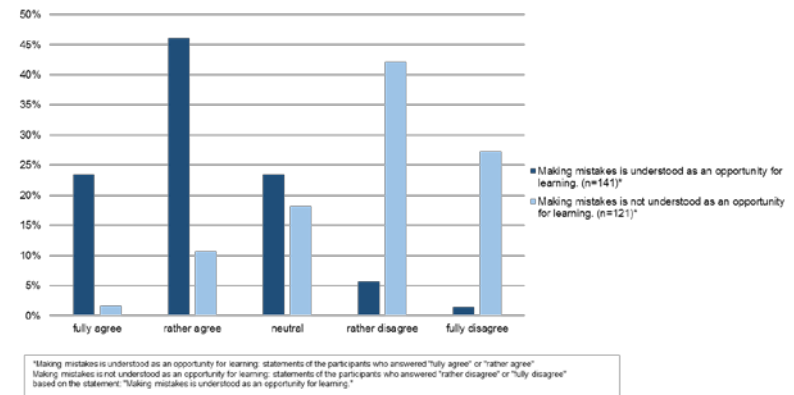
*Making mistakes is understood as an opportunity for learning: statements of the participants who answered "fully agree" or "rather agree"

Making mistakes is not understood as an opportunity for learning: statements of the participants who answered "rather disagree" or "fully disagree" based on the statement: "Making mistakes is understood as an opportunity for learning."

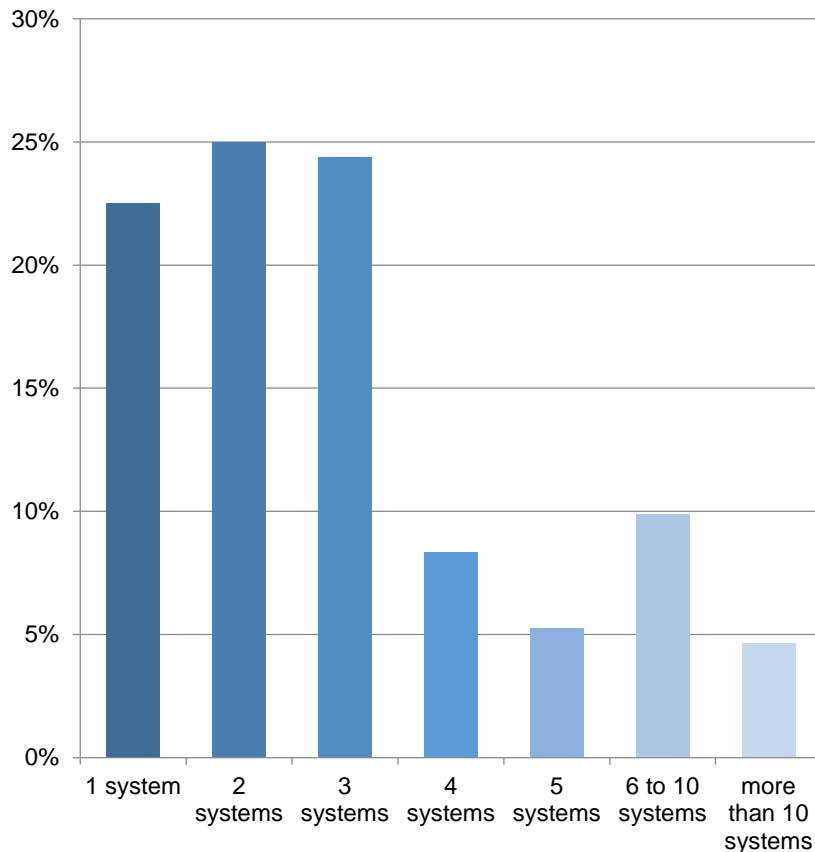
Our employees act according to an entrepreneurial mindset:

The survey shows that employees in whose organization making a mistakes is seen as an opportunity to learn are more likely to act according to an entrepreneurial mindset (70%), whereas in organizations where it is not seen as an opportunity only 12% act that way.

According to that a strong correlation can be seen if employees work in organizations where making mistakes are not punished, but the mistakes are analyzed, fixed and used for continuous improvement.



How many different systems for documenting processes are used in your organization?



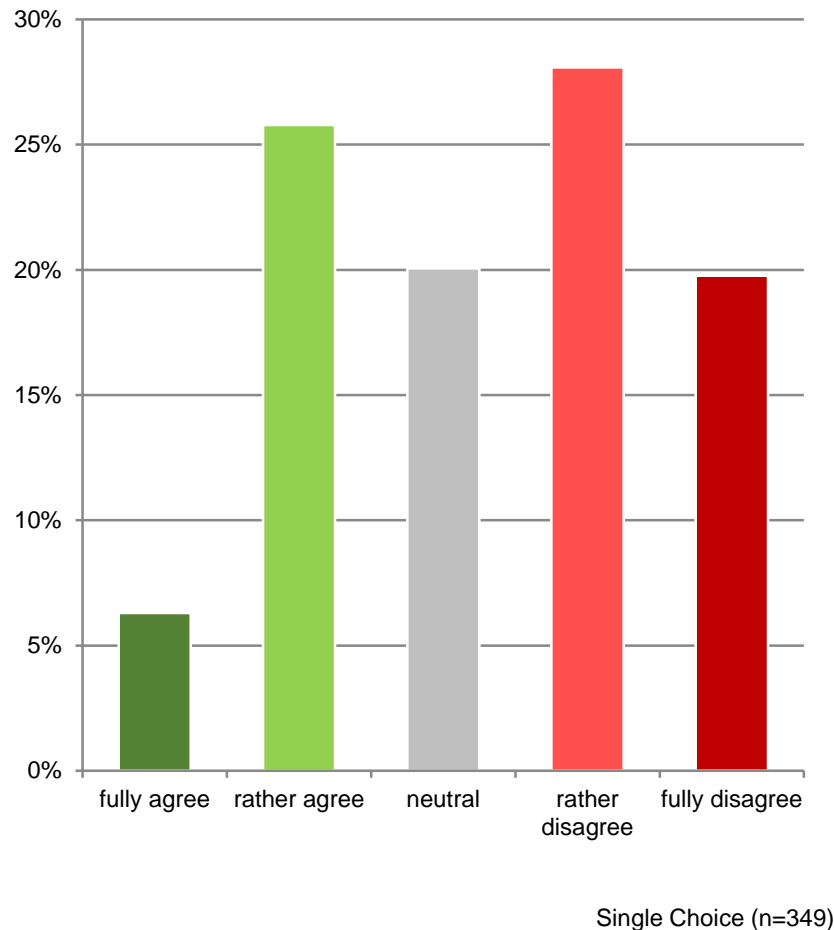
The survey shows that organizations only use several systems for process documentation.

Nearly 48% of the participants use two systems for documenting processes in their organization.

In contrast, 28% of the organizations use four or more systems to document processes.

It is remarkable that 15% of the organizations use even more than 6 systems.

Business process management is used in our organization in a uniform way:

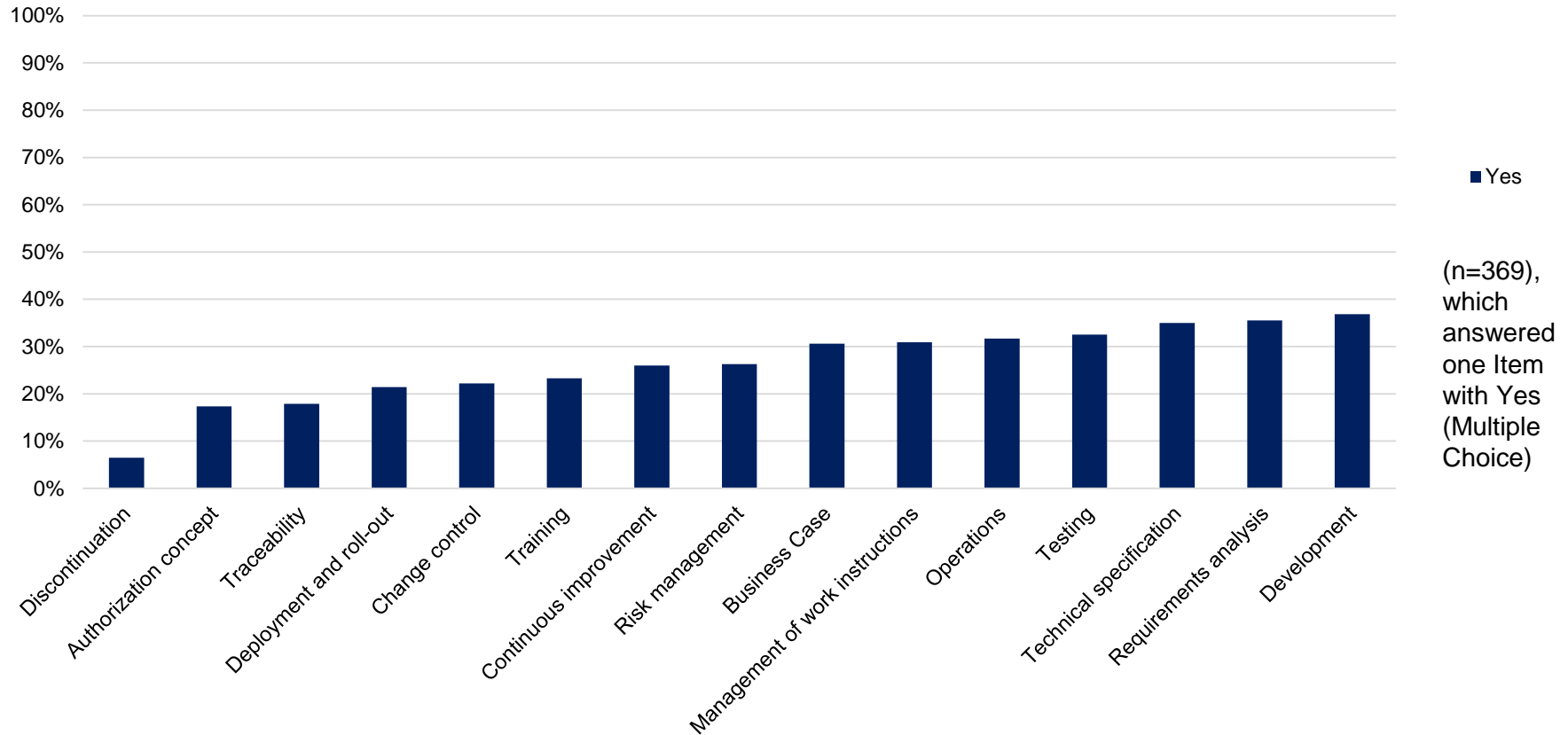


The evaluation shows that BPM is not used in a uniform way in organizations.

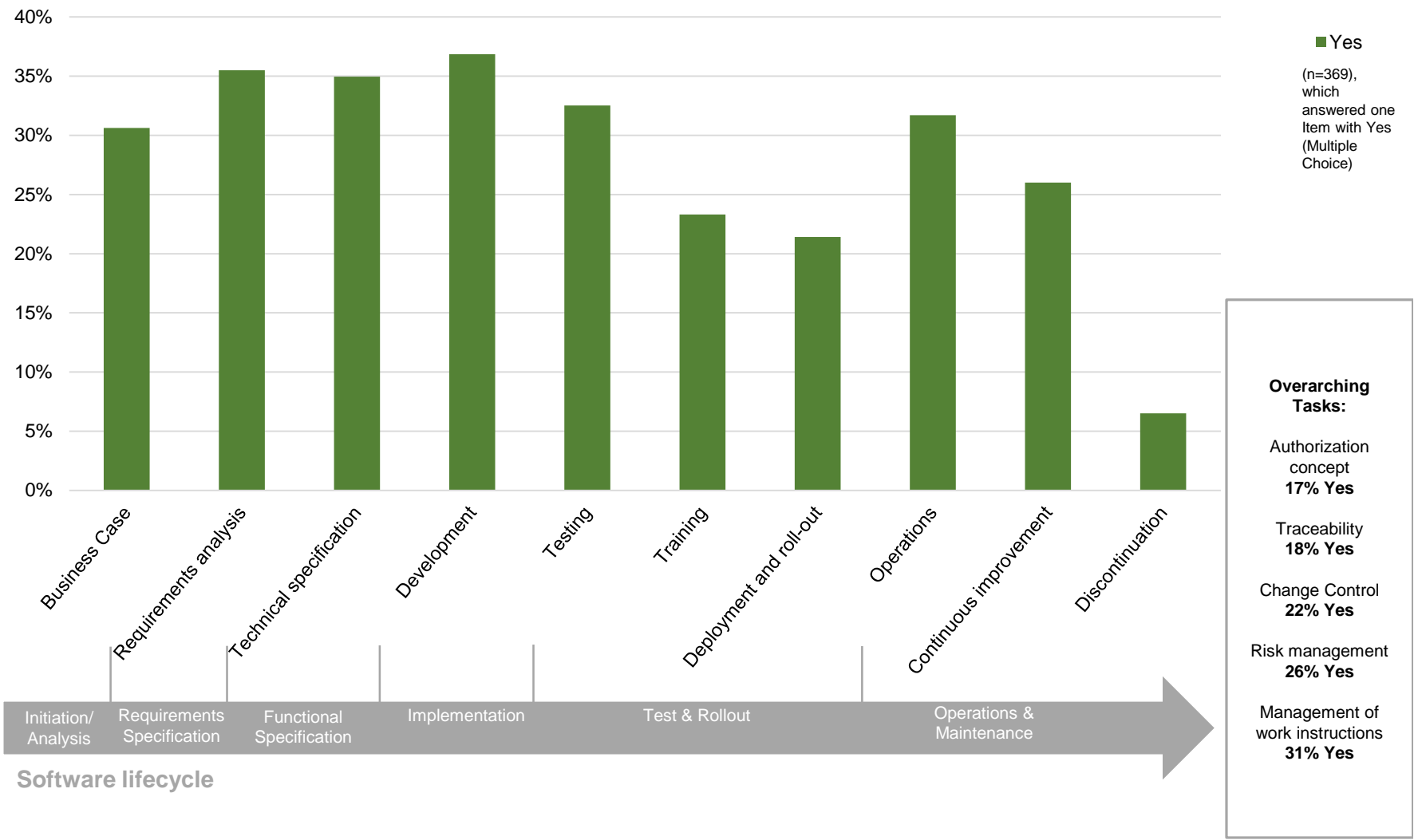
48% of the participants fully or rather disagree with the statement that BPM is used uniformly in their organization.

Roughly one third of the participants agree with the statement that BPM is used in a uniform way in their organization.

Which project phases of the software lifecycle are supported with business process management?



Which project phases of the software lifecycle are supported with business process management?

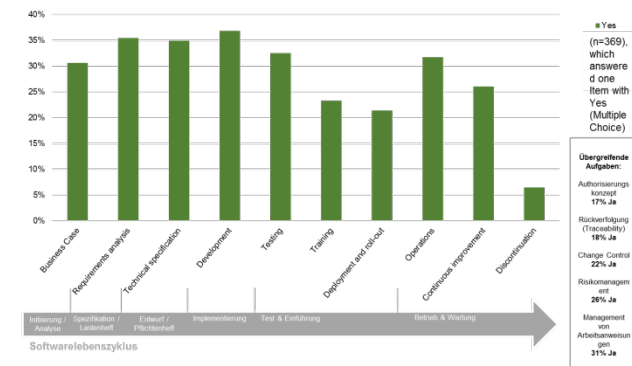


Which project phases of the software lifecycle are supported with business process management?

The survey shows that most participants believe that BPM does not support project phases of the software lifecycle.

Only six answer options received an approval of more than 30% from the participants. Development/Implementation ranks number 1 with nearly 37%, followed by Functional Specification and Technical Specification.

The phase, which is supported less through BPM in the phases of the software lifecycle, is with a significant gap the Discontinuation. Only a little bit more than 6% of the participants stated that this phase is supported by their organization.



2.1 Goals of Process Management

2.2 Goal Achievement of Process Management

2.3 Importance of Process Management

2.4 Process Orientation

2.5 Organizational Culture

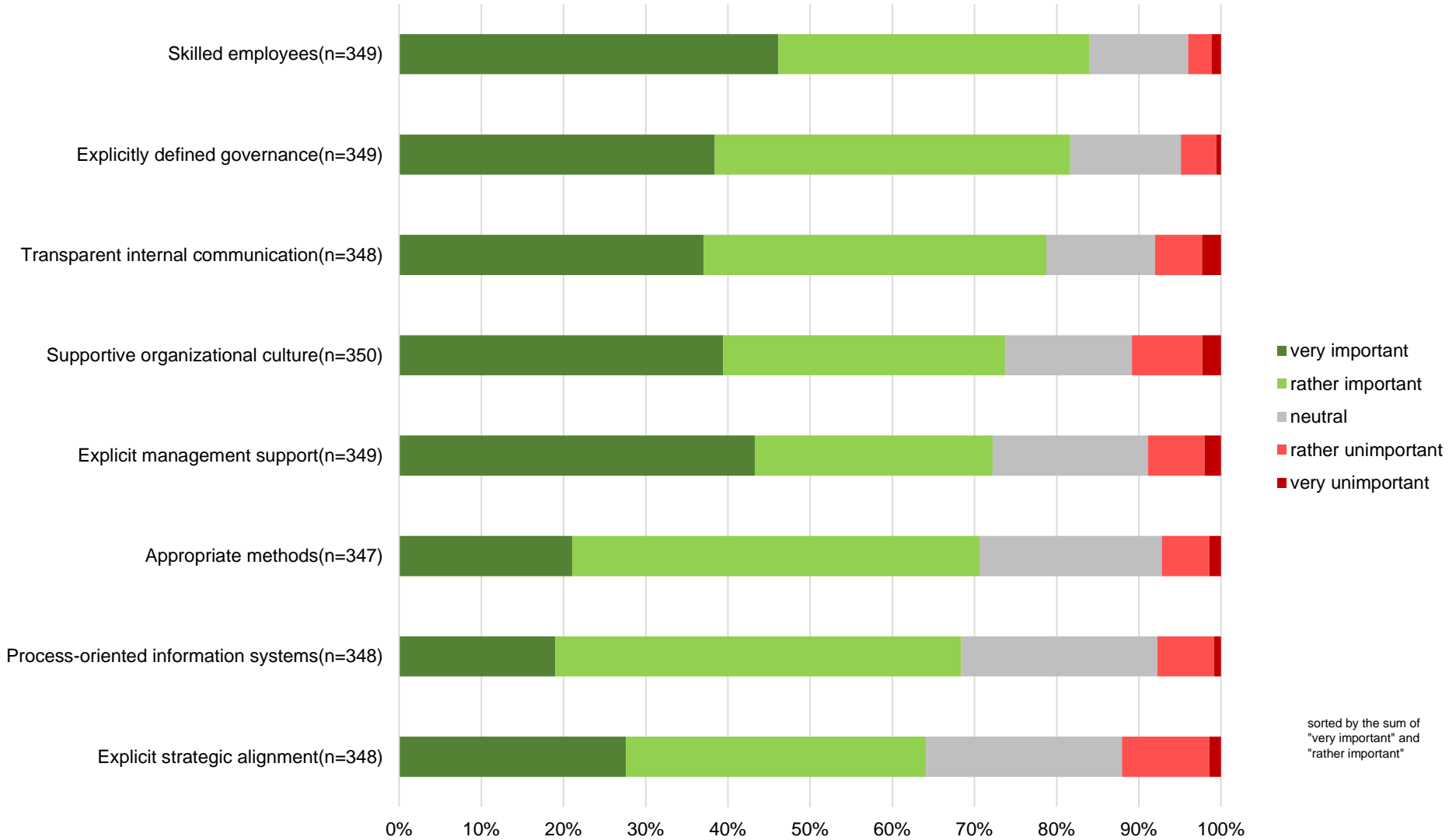
2.6 Satisfaction with Management Approaches

2.7 BPM Success Factors

2.8 Trend Topics

2.9 BPM in Organizations

How important are the following factors for the sustainable success of business process management in your organization?

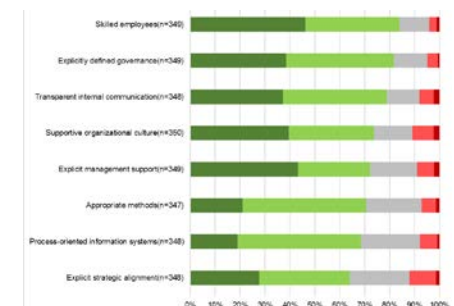


How important are the following factors for the sustainable success of business process management in your organization?

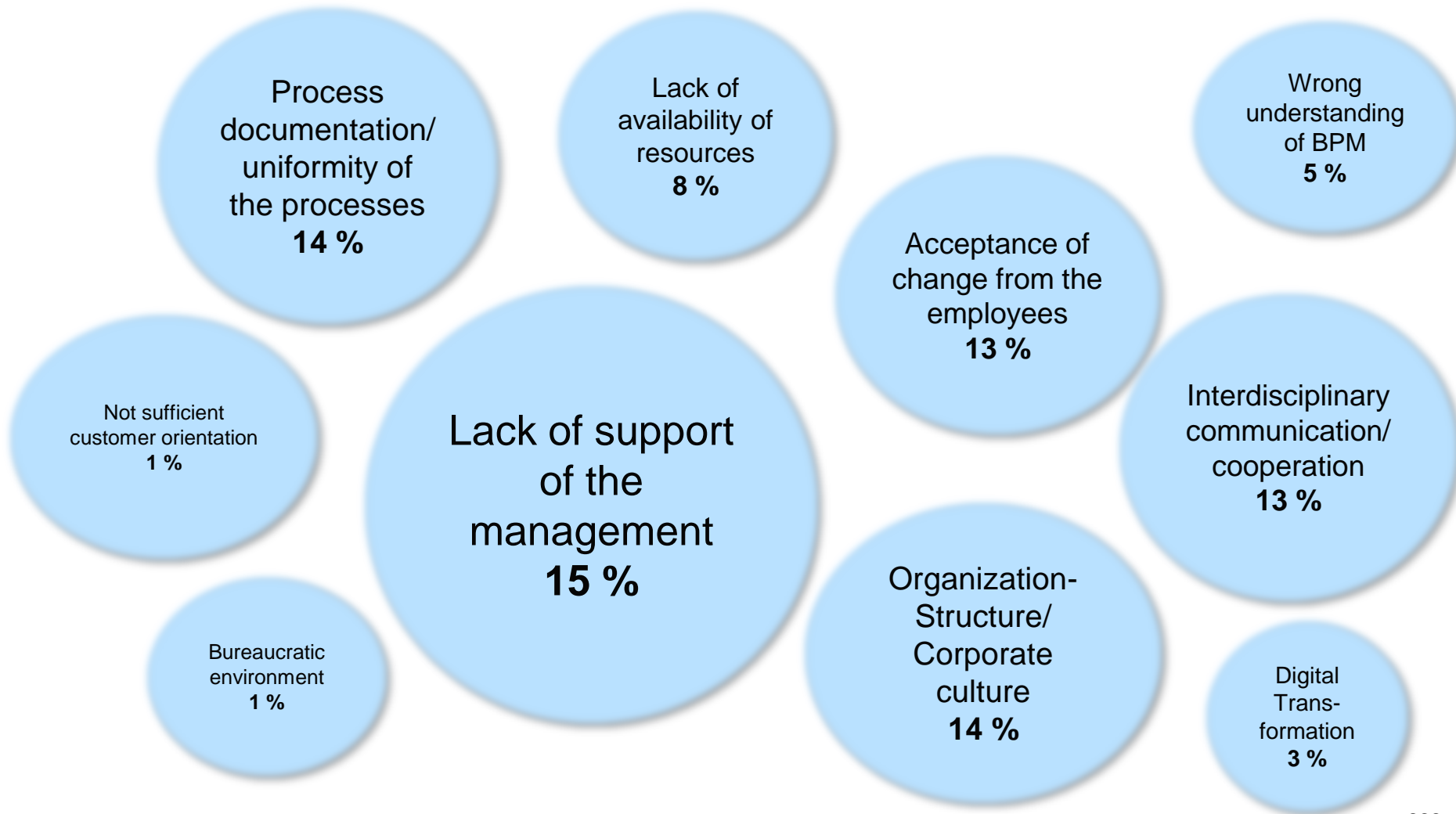
The survey shows that skilled employees and defined responsibilities are factors for sustainable success of a organization. Both factors were classified as crucial from more than 80% of the participants.

The explicit strategic alignment ranks last for the participants relevancy, even though 64% of the participants valued this point as important. On the other hand 12% view this factor as unimportant.

It is remarkable that all of the given factors where rated as important with more than 60%.



What are the biggest challenges and obstacles for business process management in your organization?



Open questions grouped by category

n=222

What are the biggest challenges and obstacles for business process management in your organization?

The biggest obstacle regarding process management in an organization is the lack of support from the management (15%). Furthermore process documentation, uniformity of process, organizational structure and corporate culture (in each case 14%) play a crucial role.

Other challenges are acceptance of change from the employees as well as interdisciplinary communication and cooperation (in each case 13%). Another part of the participants stated that lack of availability of resources is challenging the successful implementation of BPM.

Interestingly the support of the management only ranks fifth at the factors for sustainable success of the business process management, but is seen as the biggest obstacle for successful implementation within the organization.

Contrary to all believes bureaucratic environment plays only a very small part with a tiny fraction of 1%.

2.1 Goals of Process Management

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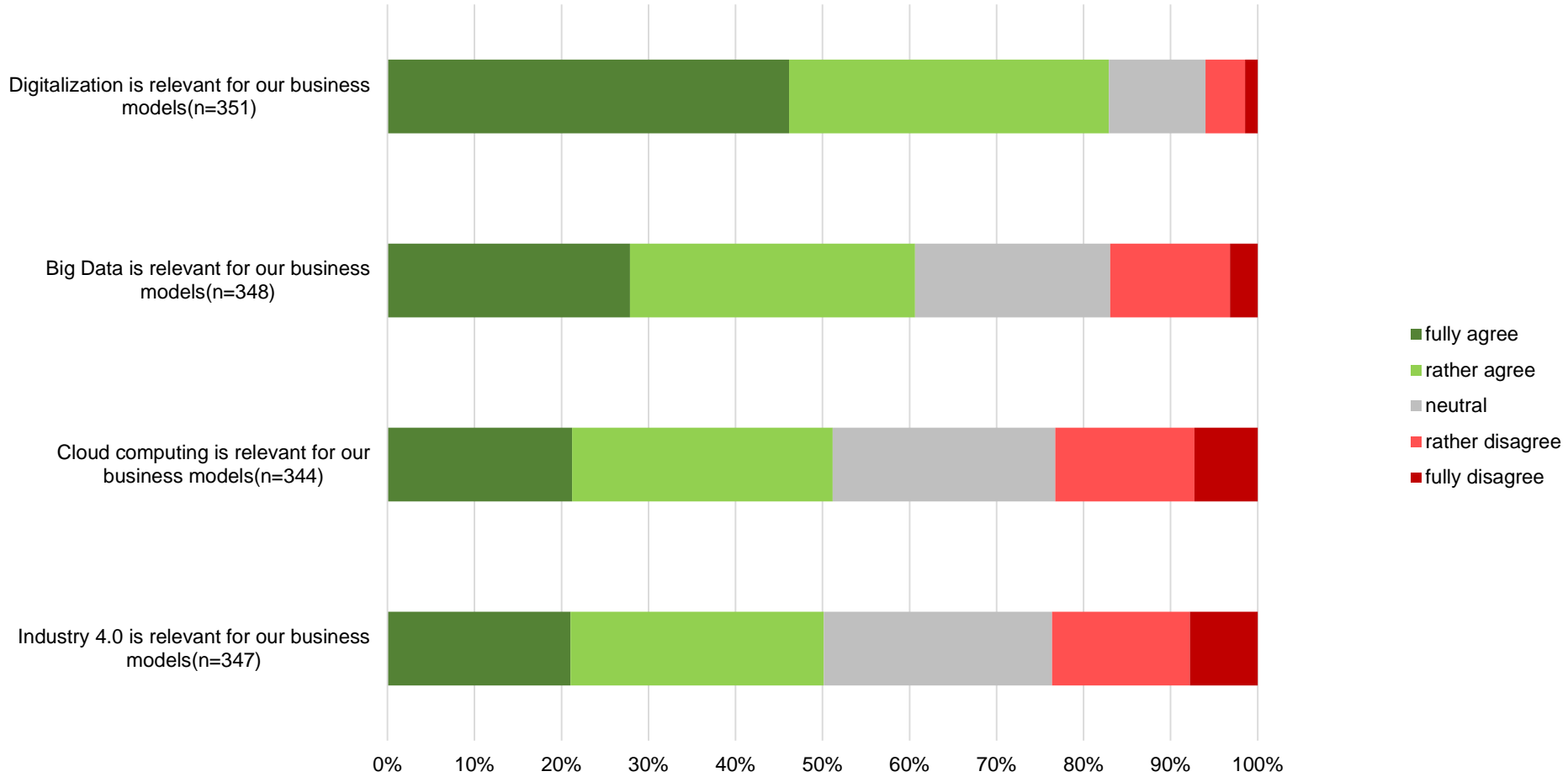
2.6 Satisfaction with Management Approaches

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Significance of current topics for business models in your organization:



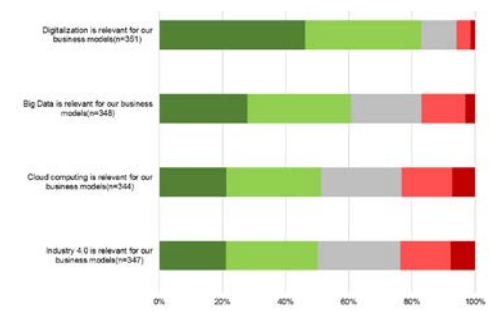
sorted by the sum of "fully agree" and "rather agree"

Significance of current topics for business models in your organization:

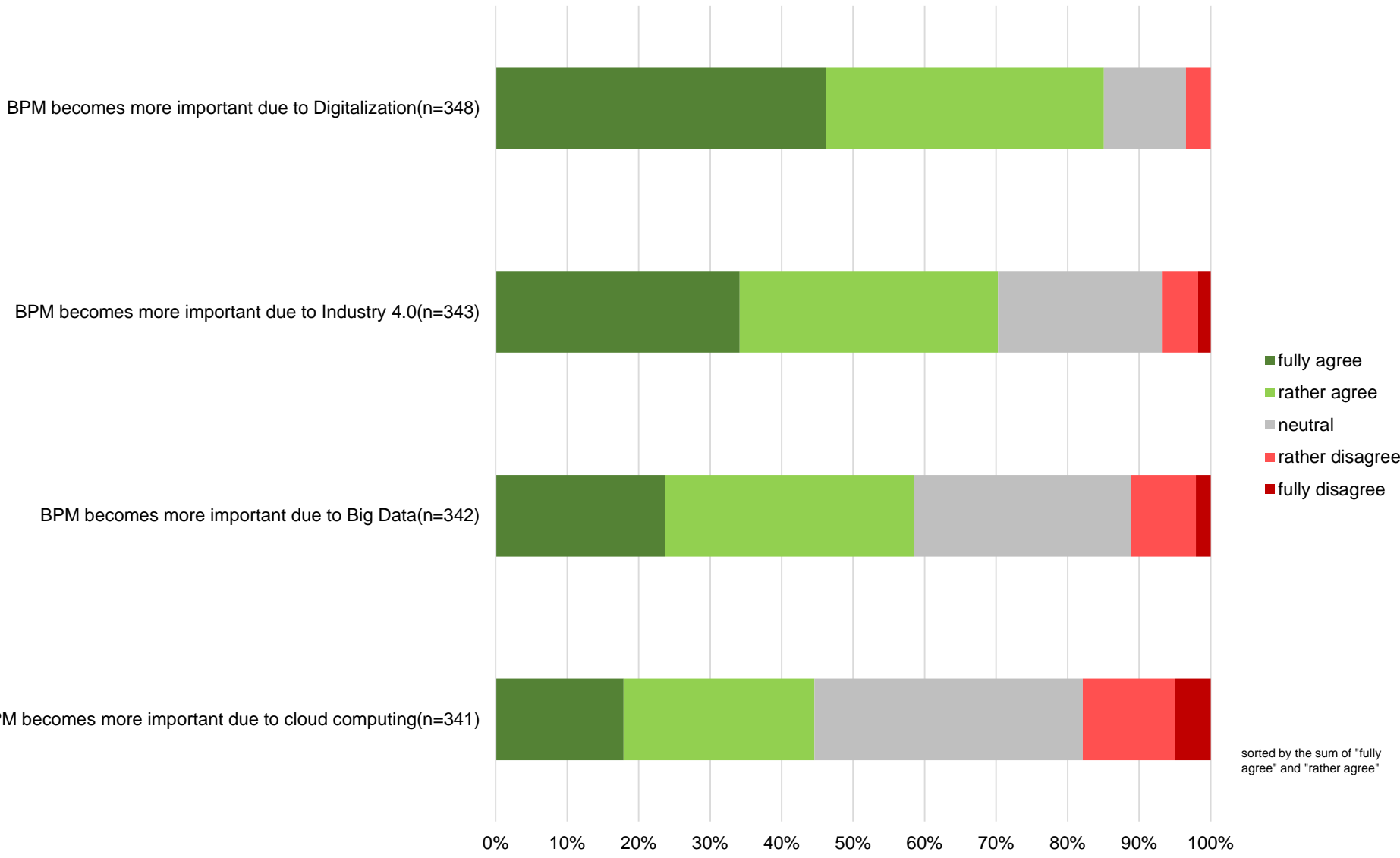
This question analyzes the significance of current topics for business models in the organizations. With almost 83% digitalization has a high level of consent.

Around 23% of the participants do not agree with the statement that industry 4.0 plays a crucial part within the business models of their organization. The topic of cloud computing received a similar rejection rate.

In summary it can be said that next to digitalization big data plays an important role for business models.



Current topics and their implications for business process management:



sorted by the sum of "fully agree" and "rather agree"

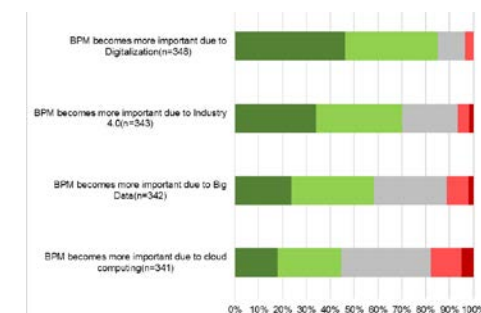
Current topics and their implications for business process management:

Current topics and their impact on BPM are investigated. This shows that for 85% of the participants digitalization increases the importance of BPM.

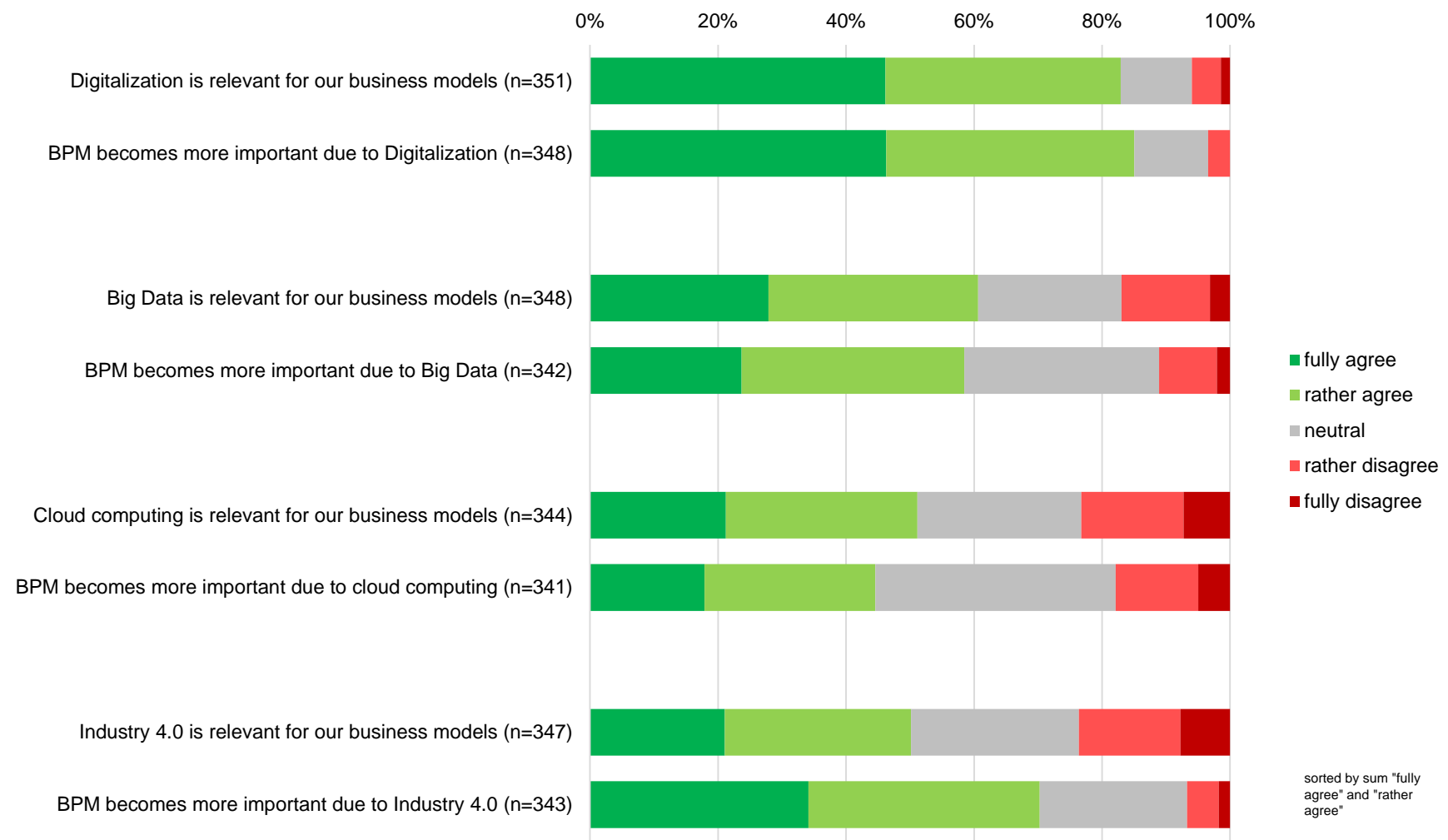
The statement that business process management becomes more important through cloud computing had the highest rejection. Only 42% of the participants agreed with the statement.

It is striking that the first three answer choices reached clearly more than 50% agreement in each case.

Only 45% of the participants agreed to the statement that BPM is becoming more important through cloud computing. Furthermore, 38% of the participants were neutral to this question.



Significance of current topics for business models in your organization vs. implications for process management:

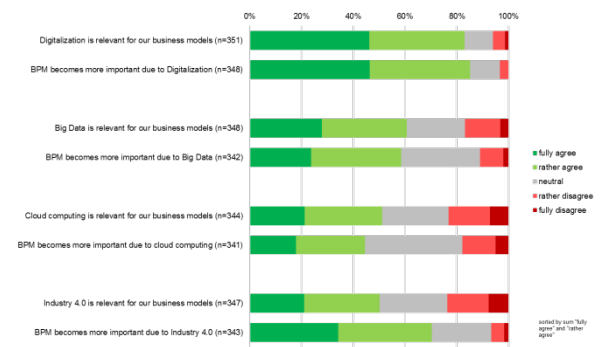


Significance of current topics for business models in your organization vs. implications for process management:

In comparison of the significance of current topics for your own business models and their importance in relation to BPM a big correlation between digitalization, big data and cloud computing could be found.

In each case 80% of the participants rank digitalization as important. Further Big Data with more than 60% and cloud computing with little more than 50% show a high level of approval.

A discrepancy can be found with the topic industry 4.0. On the one hand it is conceived as the least important issue of the four questioned topics with 48% regarding business models. On the other hand it has with 76% a high positive impact for BPM, thus industry 4.0 ranks second in trends for Business Process Management.



2.1 Goals of Process Management

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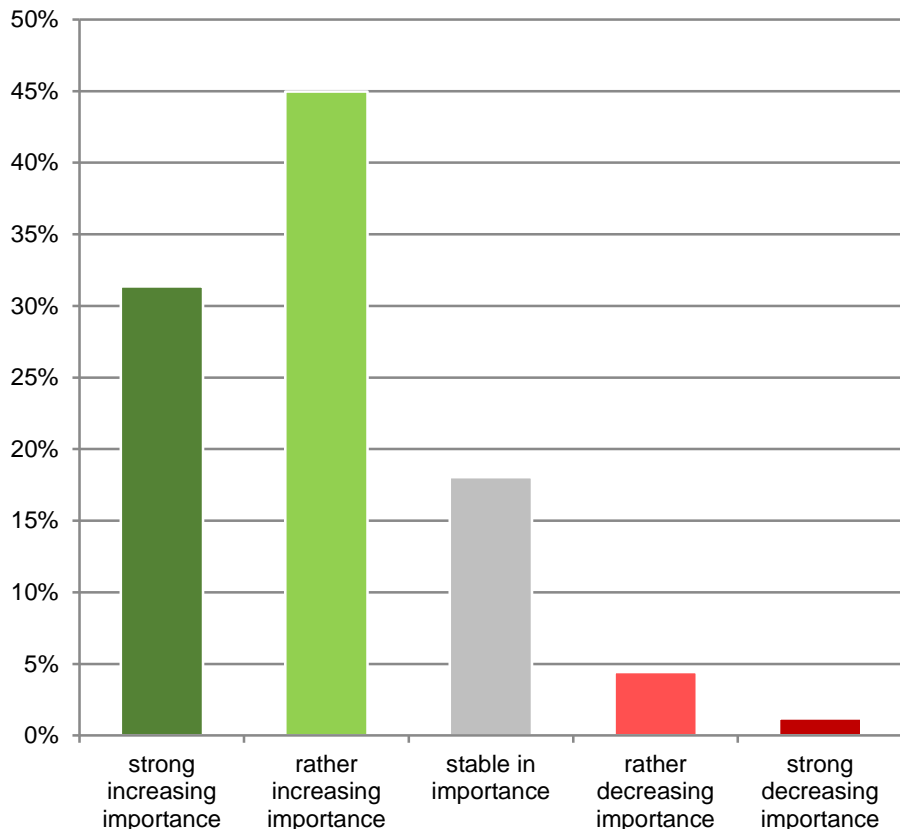
2.6 Satisfaction with Management Approaches

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2.8 Trend Topics

2.9 BPM in Organizations

How has BPM evolved in your organization in the last ten years?



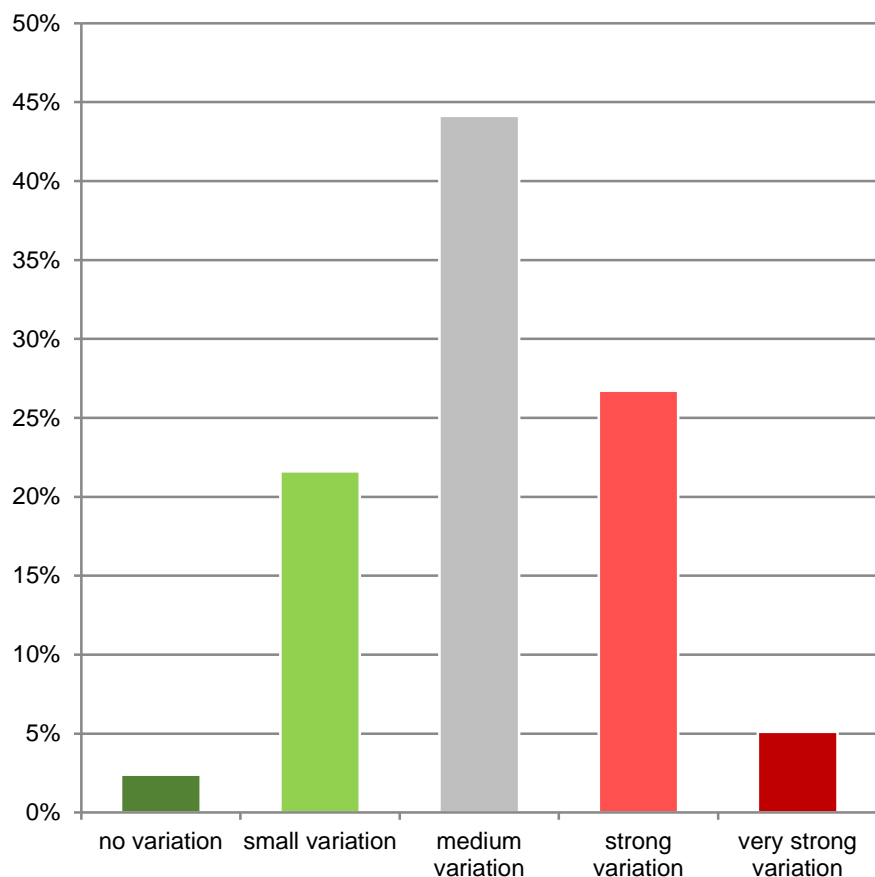
Single Choice (n=338)

More than two thirds state that BPM gained an increasing importance in the last 10 years.

In contrast to similar surveys only 6% of the participants state that BPM has a decreasing importance in their organization. It is further striking that 18% of the participants see a stable development of importance in their organization.

Overall it can be summarized that BPM has increased its importance within the last 10 years.

How strong is the variation in usage intensity of BPM in the last ten years in your organization?



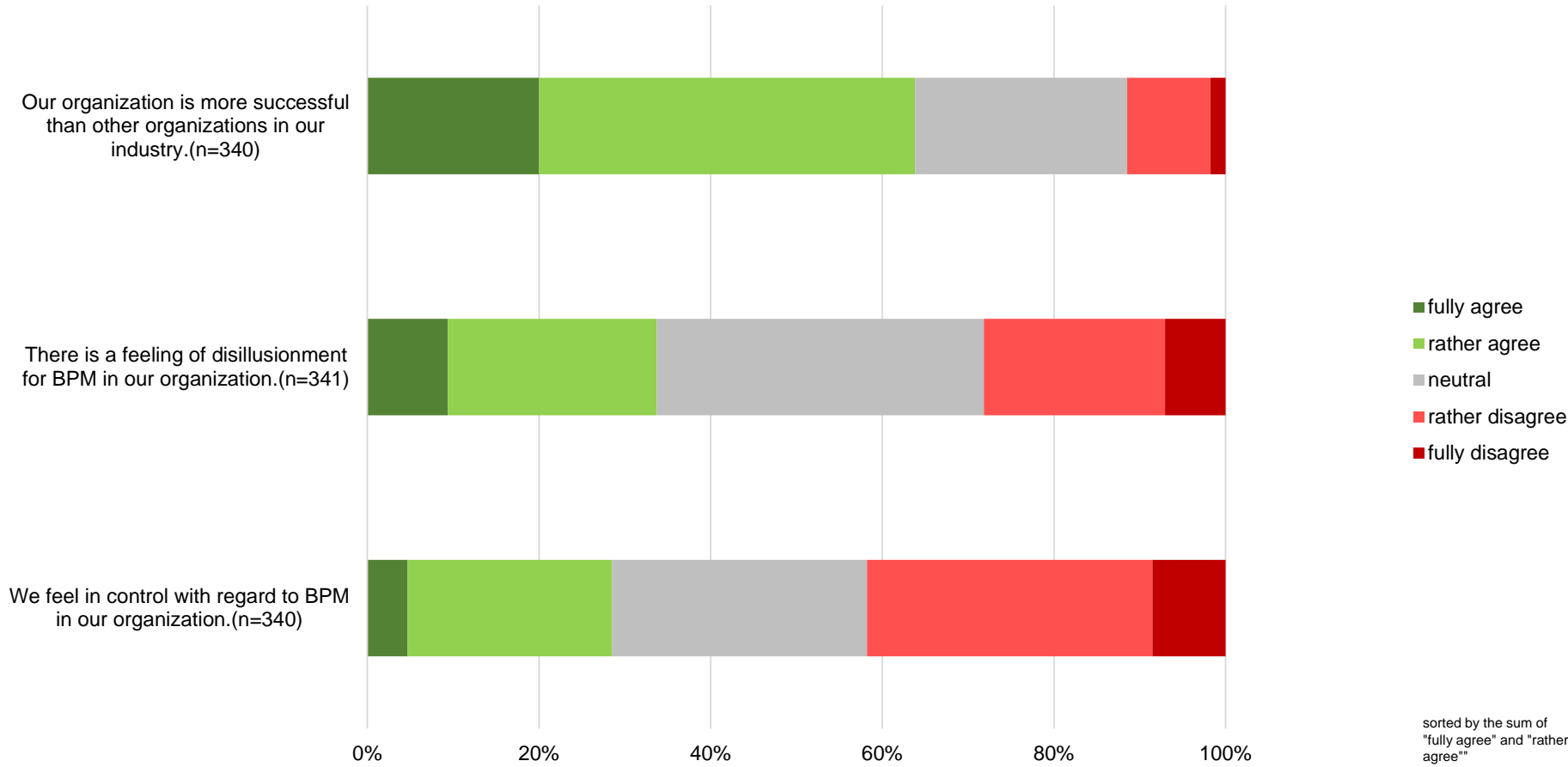
Single Choice (n=333)

The survey clarifies that more than 30% of the participants see a strong variation in usage intensity of BPM in the last 10 years.

Only 24% of the participants evaluate the usage intensity with no to small variation (latter is called BPM Yo-Yo effect).

Overall a stable approach to BPM with only small variation was not observed in three third of the cases. This poses a challenge for organizations.

Statements on process management:



sorted by the sum of "fully agree" and "rather agree"

Statements on process management:

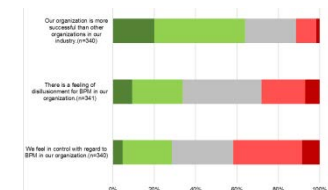
The evaluation shows that nearly 64% of the participants fully or partially agree with the statement “our organization is more successful than others in our industry”.

One of the reasons might be that organizations that are more successful are more likely to participate in such a study than less successful ones.

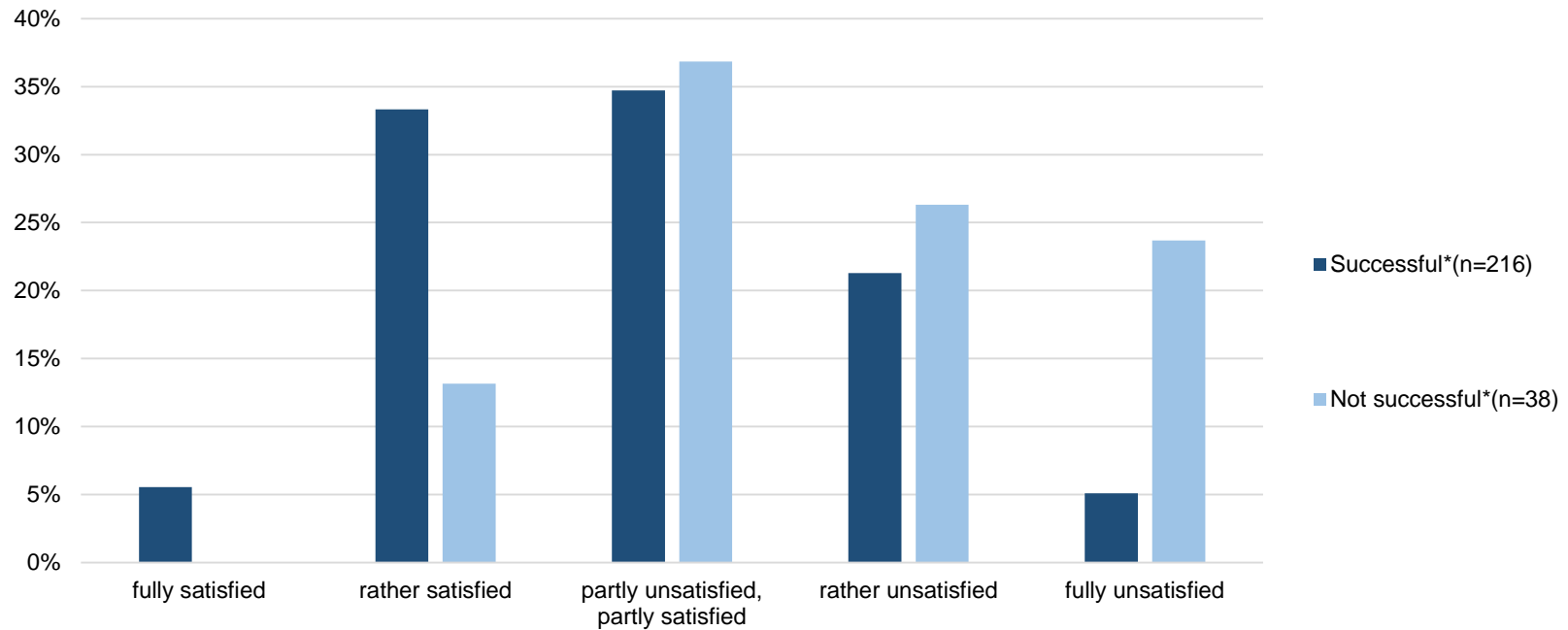
Another influencing factor could be the Dunning-Kruger-Effect. It says that people tend to overestimate their own skills and do not recognize superior skills of others.

34% of the participants agreed with the statement that there is a feeling of disillusionment for BPM in their organization.

It is worthwhile mentioning that only about 29% of the participants stated that they feel in control with regard to BPM in their organization.



How satisfied are you with Process Management in your organization?



*Successful: statements of the participants who answered „fully agree“ or „rather agree“. Not successful: statements of the participants who answered „rather disagree“ or „fully disagree“

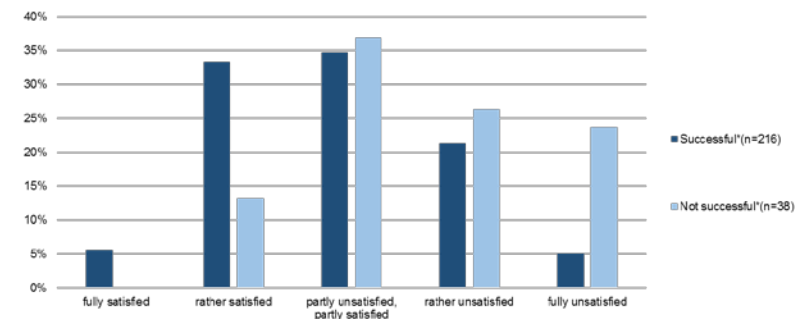
based on the statement: „Our organization is more successful than other organizations in our industry.“

How satisfied are you with Process Management in your organization?

The graph illustrates that nearly 50% of the participants who stated that their organization is not more successful than others in their industry, are unsatisfied with BPM in their own organization.

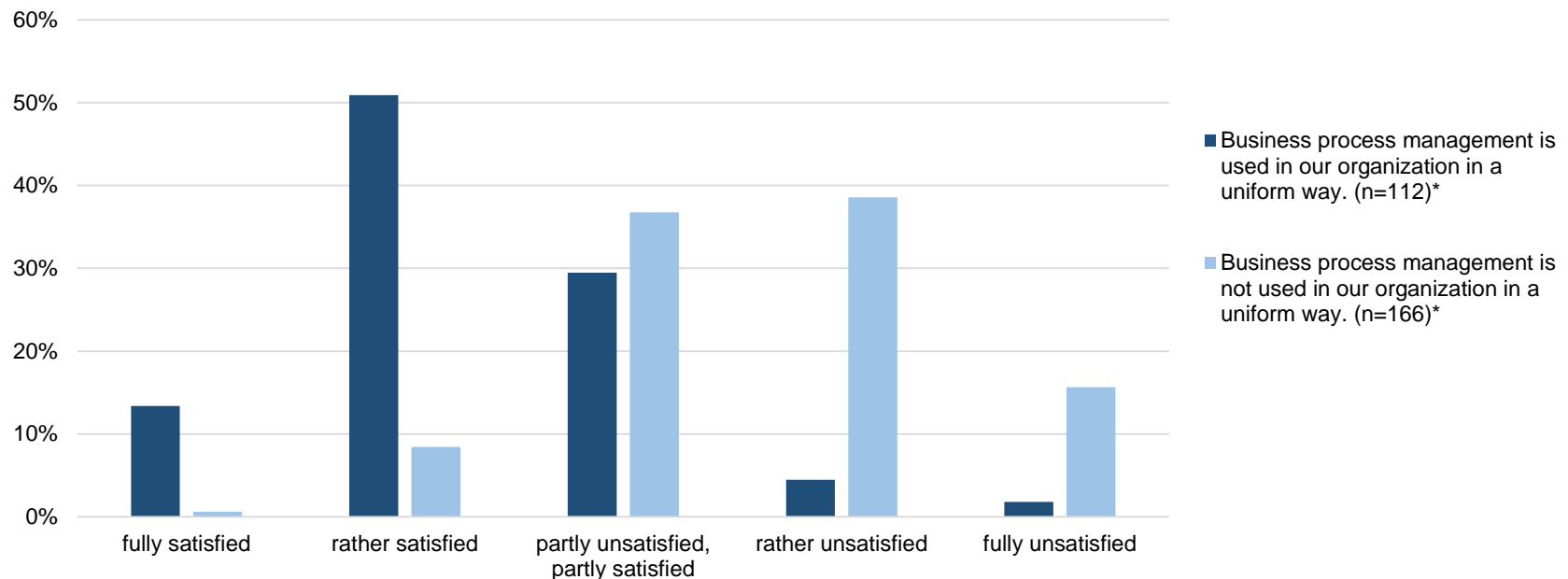
On the contrary only 40% who deem their organization more successful than others in their industry, are satisfied with BPM in their own organization.

Thus one can observe a correlation between the successes of an organization and the satisfaction of the participants with BPM in their own company.



*Successful: statements of the participants who answered „fully agree“ or „rather agree“. Not successful: statements of the participants who answered „rather disagree“ or „fully disagree“ based on the statement „Our organization is more successful than other organizations in our industry.“

How satisfied are you with Process Management in your organization?



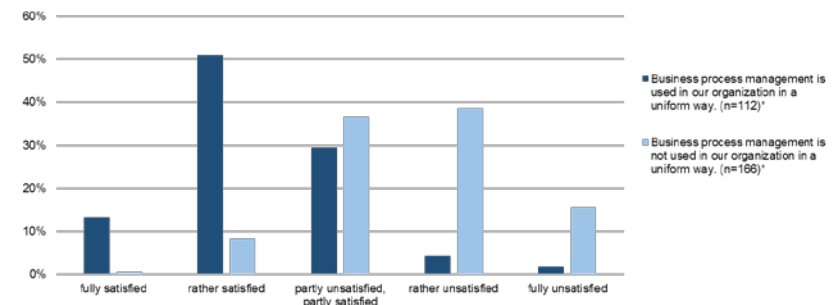
*Business process management is used in our organization in a uniform way: statements of the participants who answered "fully agree" or "rather agree"
Business process management is used in our organization in a uniform way: statements of the participants who answered "rather disagree" or "fully disagree"
based on the statement: "Business process management is used in our organization in a uniform way"

How satisfied are you with Process Management in your organization?

This graph illustrates that participants are on average more satisfied with BPM if BPM is used in their organization in a uniform way than participants who are in an organization where it is not used in a uniform way.

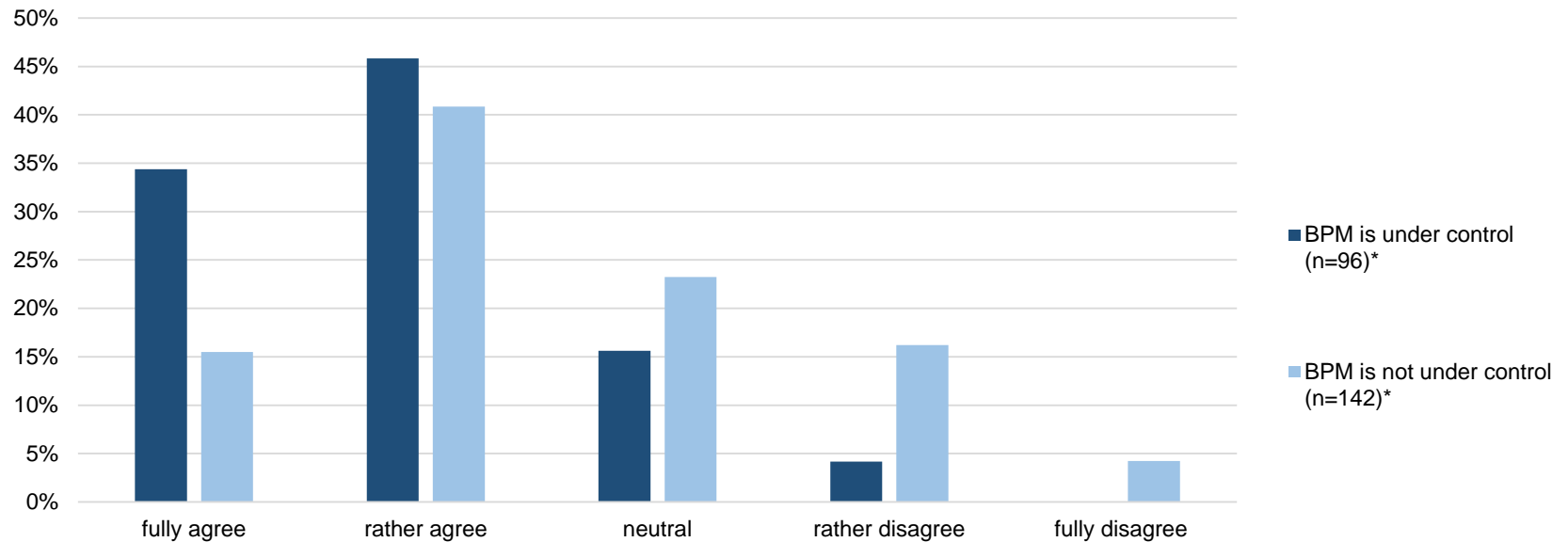
More than 60% are satisfied with the management approach if BPM is used in a uniform way in their organization.

On the contrary 50% of the participants are unsatisfied with the process management because BPM is not used in a uniform way in their organization.



*Business process management is used in our organization in a uniform way: statements of the participants who answered "fully agree" or "rather agree"
Business process management is used in our organization in a uniform way: statements of the participants who answered "rather disagree" or "fully disagree"
based on the statement: "Business process management is used in our organization in a uniform way"

Our organization is more successful than other organizations in our industry:



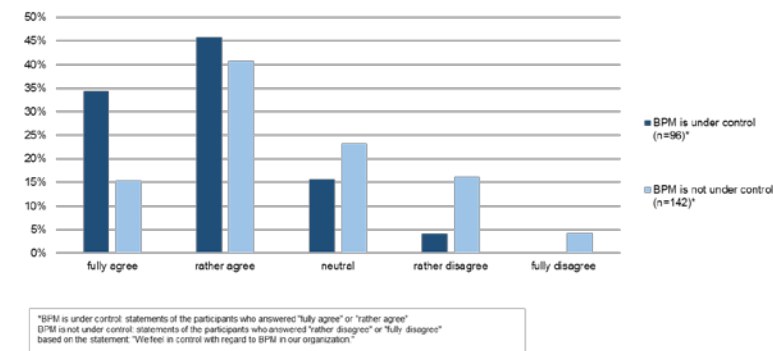
*BPM is under control: statements of the participants who answered "fully agree" or "rather agree"
BPM is not under control: statements of the participants who answered "rather disagree" or "fully disagree"
based on the statement: "We feel in control with regard to BPM in our organization."

Our organization is more successful than other organizations in our industry:

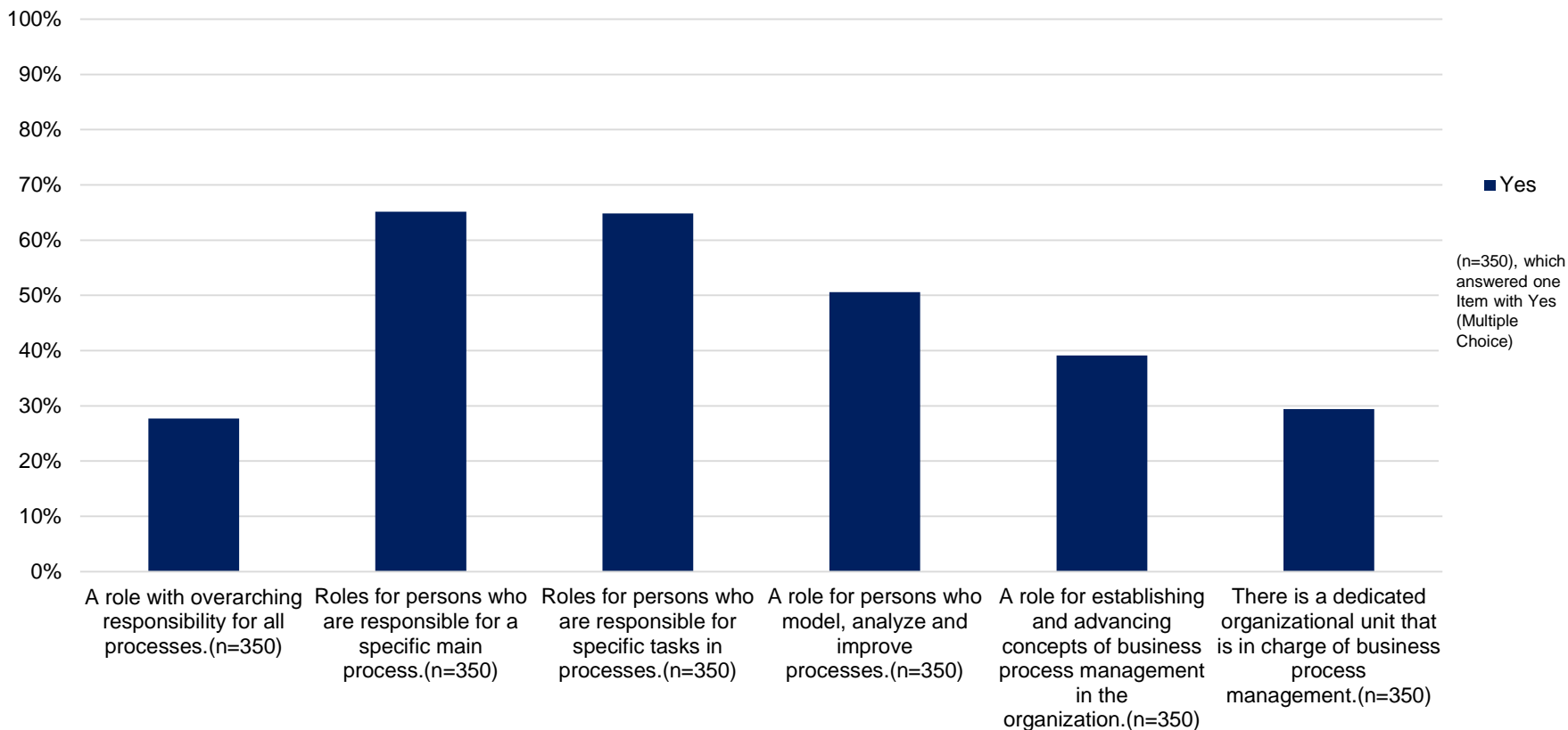
Nearly 80% of the participants who think BPM is under control in their organization state that their organization is more successful than others in their industry.

Furthermore, 55% still evaluate their organization more successful than others in their industry, even though they state that BPM is not under control in their organization.

Only 20% of the participants state that their organization is not as successful as other organizations in their industry and that BPM is not under control in their company.



Which roles and units for BPM are defined in your organization?

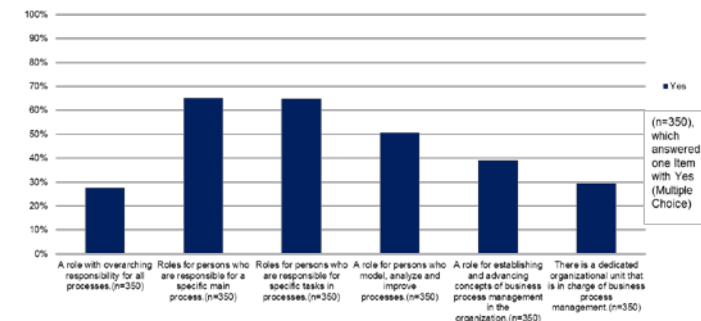


Which roles and units for BPM are defined in your organization?

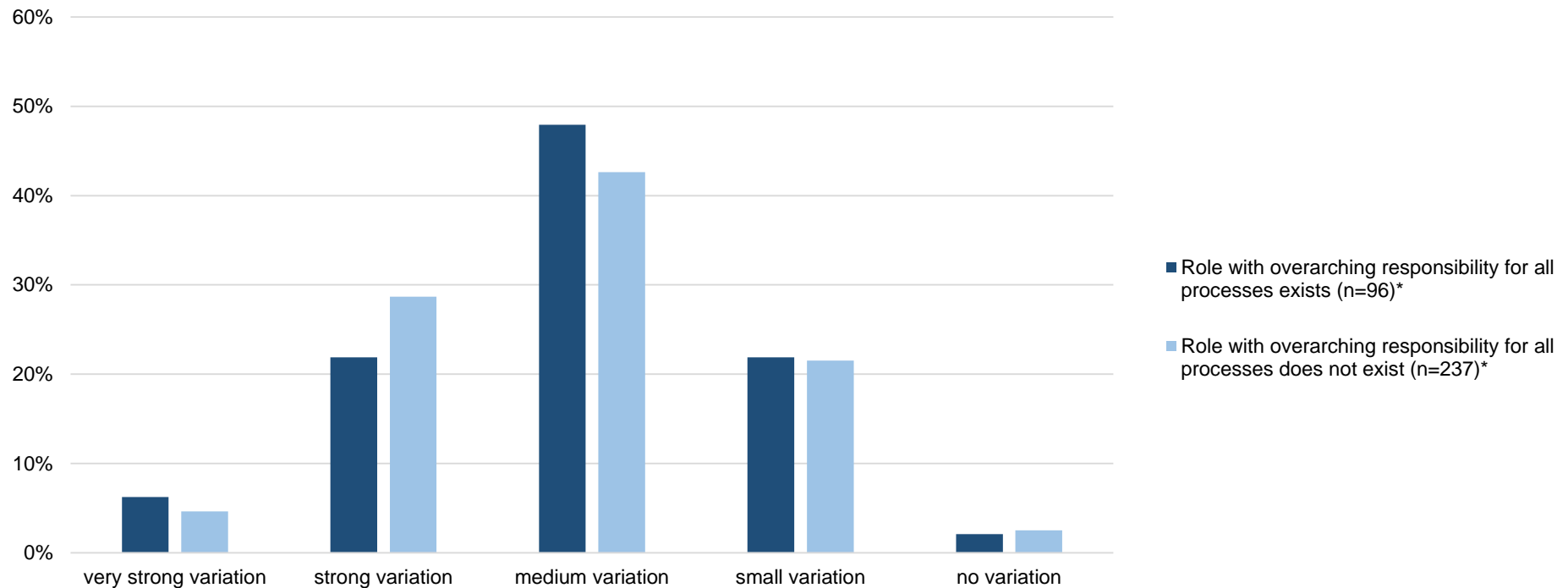
The results of this survey show that in each case around 65% of the participants defined rolls for individuals who are responsible for a specific main process and for specific tasks in processes in their organization.

The statement that there is a dedicated organizational unit which is in charge of process management is only true for 29% of the participants.

A role with overarching responsibility for all processes can only be found in roughly 28% of the participants' organizations. Thus this statement ranges last in the survey.



How strong is the variation in usage intensity of BPM in the last ten years in your organization?



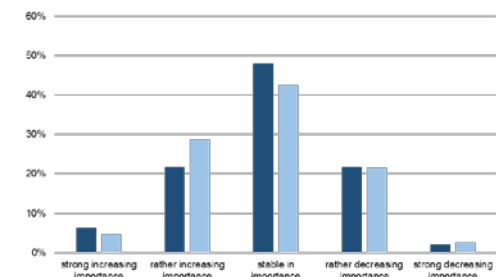
*Role with overarching responsibility for all processes exists: statements of the participants who answered "Yes". Role with overarching responsibility for all processes does not exist: statements of the participants who answered 'No' based on the statement "A role with overarching responsibility for all processes exists."

How strong is the variation in usage intensity of BPM in the last ten years in your organization?

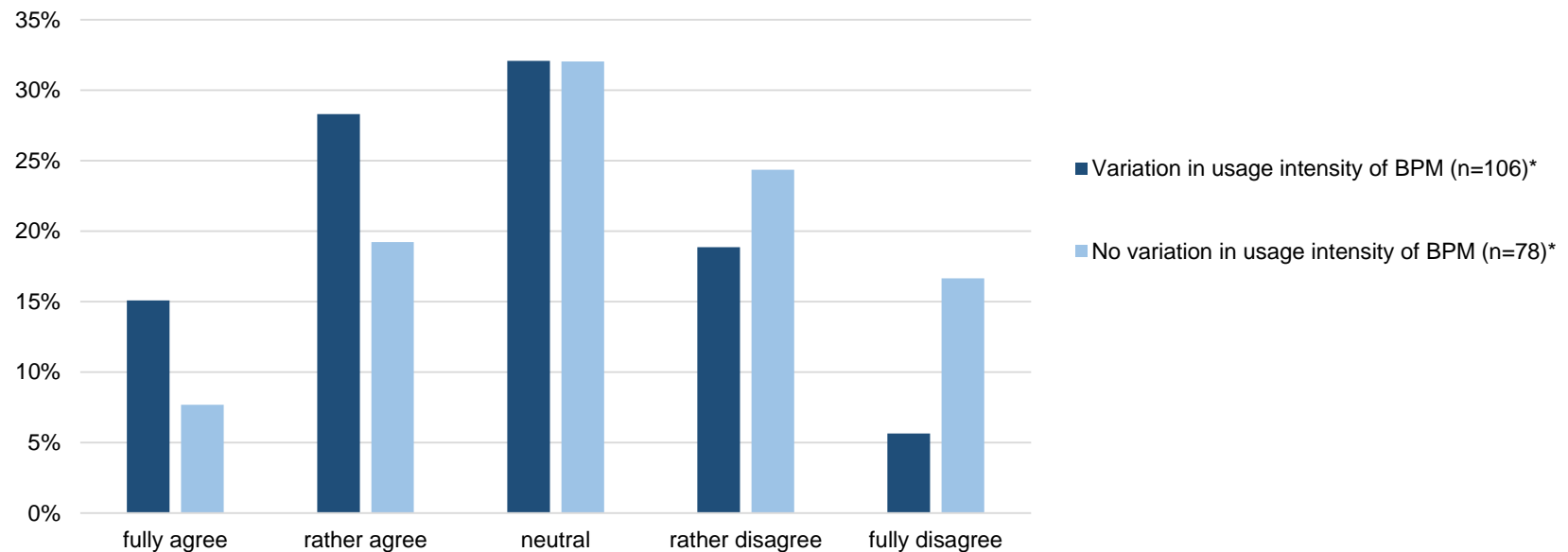
No big difference can be found in variation of usage intensity of BPM within the last ten years, neither in organizations where a role for overarching responsibility for all processes can be found, nor in organizations where this role does not exist.

Both groups tend to a middle to strong variation in usage intensity of BPM within the last ten years.

Only 20% of the participants, in each case, observe a low variation with BPM in their organization.



There is a feeling of disillusionment for BPM in our organization:



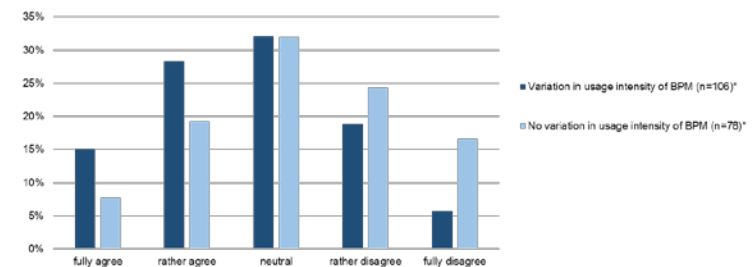
*Variation in usage intensity of BPM: statements of the participants who answered "high variation" or "rather high variation" No variation in usage intensity of BPM: statements of the participants who answered "rather low variation" or "low variation" based on the question: "How strong is the variation in usage intensity of BPM in the last ten years in your organization?"

There is a feeling of disillusionment for BPM in our organization:

This graph shows that disillusionment for the topic process management is in correlation with variation in usage intensity.

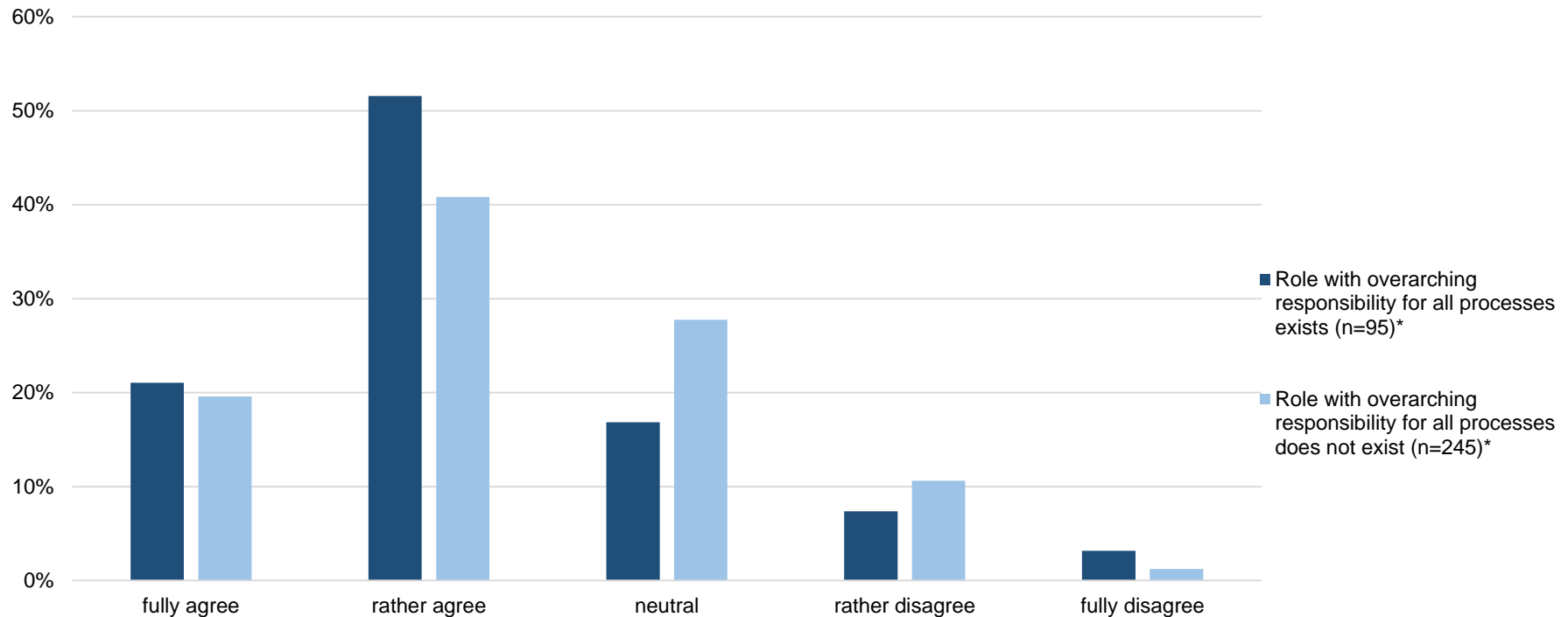
It is noteworthy that those numbers are relatively equal both in variation of usage intensity and no variation at all.

Hence one could argue that the disillusionment of the topic process management is not directly linked to the variation of usage intensity of BPM, but that there are other reasons for a disillusionment.



*Variation in usage intensity of BPM: statements of the participants who answered "high variation" or "rather high variation". No variation in usage intensity of BPM: statements of the participants who answered "rather low variation" or "low variation" based on the question: "How strong is the variation in usage intensity of BPM in the last ten years in your organization?"

Our organization is more successful than other organizations in our industry:



*Role with overarching responsibility for all processes exists: statements of the participants who answered "Yes". Role with overarching responsibility for all processes does not exist: statements of the participants who answered 'No'

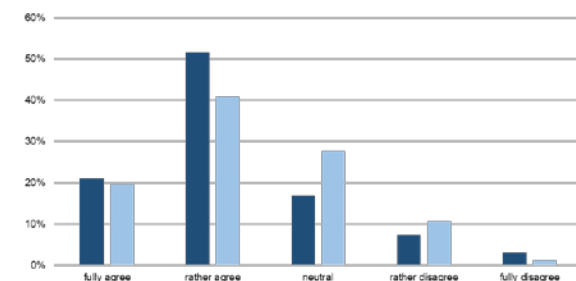
based on the statement "A role with overarching responsibility for all processes exists."

Our organization is more successful than other organizations in our industry:

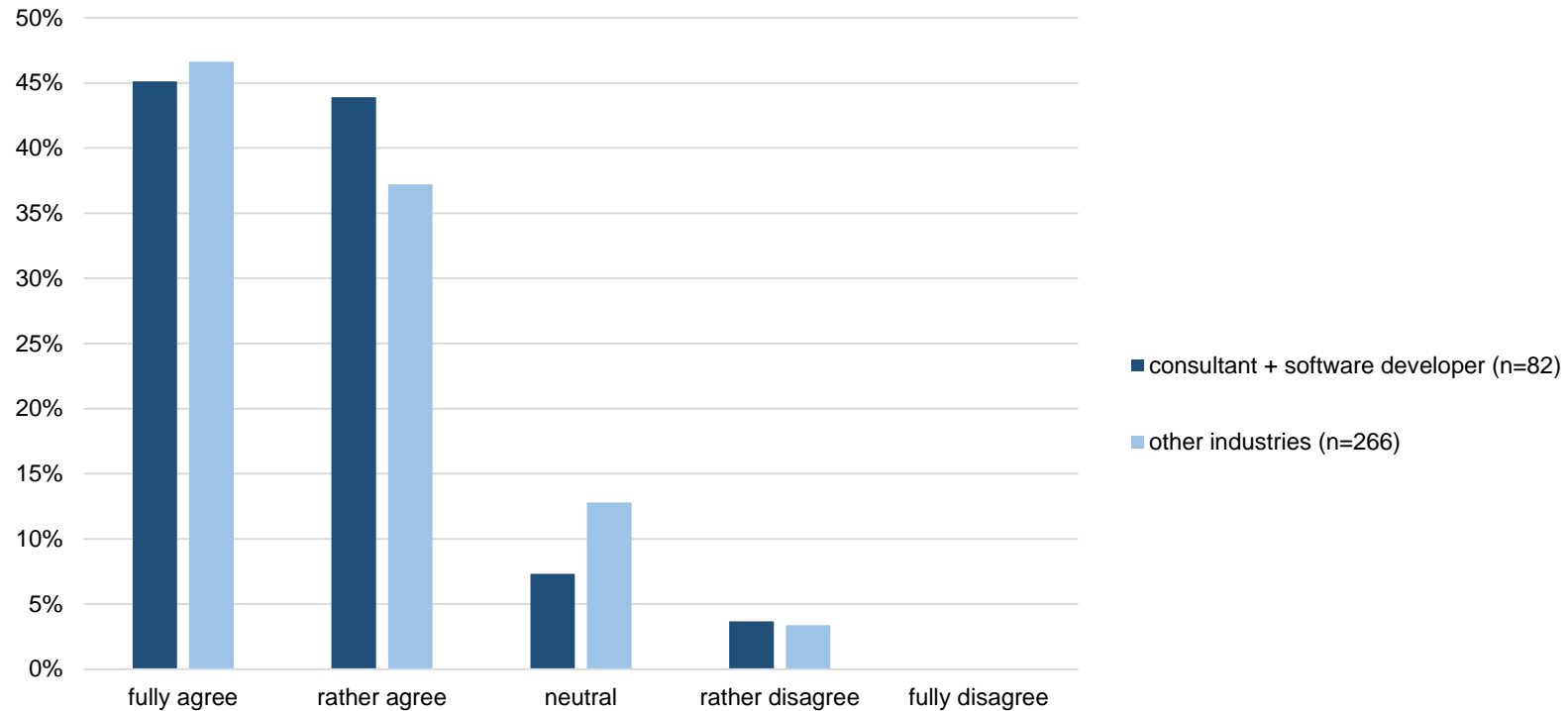
When evaluating the success of the own organization compared to others in the industry, one can find a certain but not to exceeding difference between the participants in whose organization a role for overarching responsibility of all processes can be found and in those where it cannot be found.

The majority of the participants - whether such a role exists or not - states that the own organization is more successful than others in the industry.

One possible influencing factor could be the Dunning-Kruger-Effect. It says that people tend to overestimate their own skills and do not recognize superior skills of others.



BPM is becoming more important through digitalization:

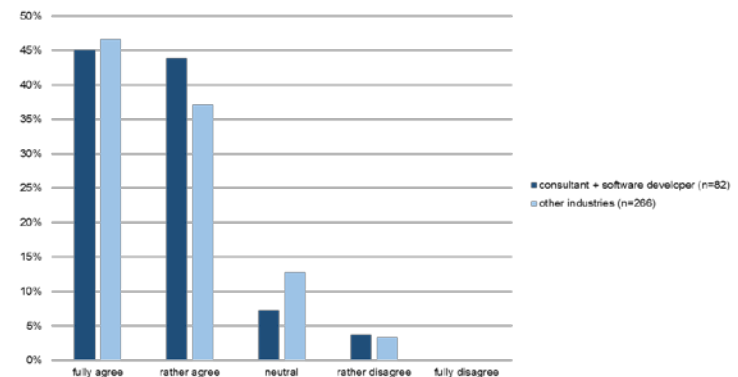


BPM is becoming more important through digitalization:

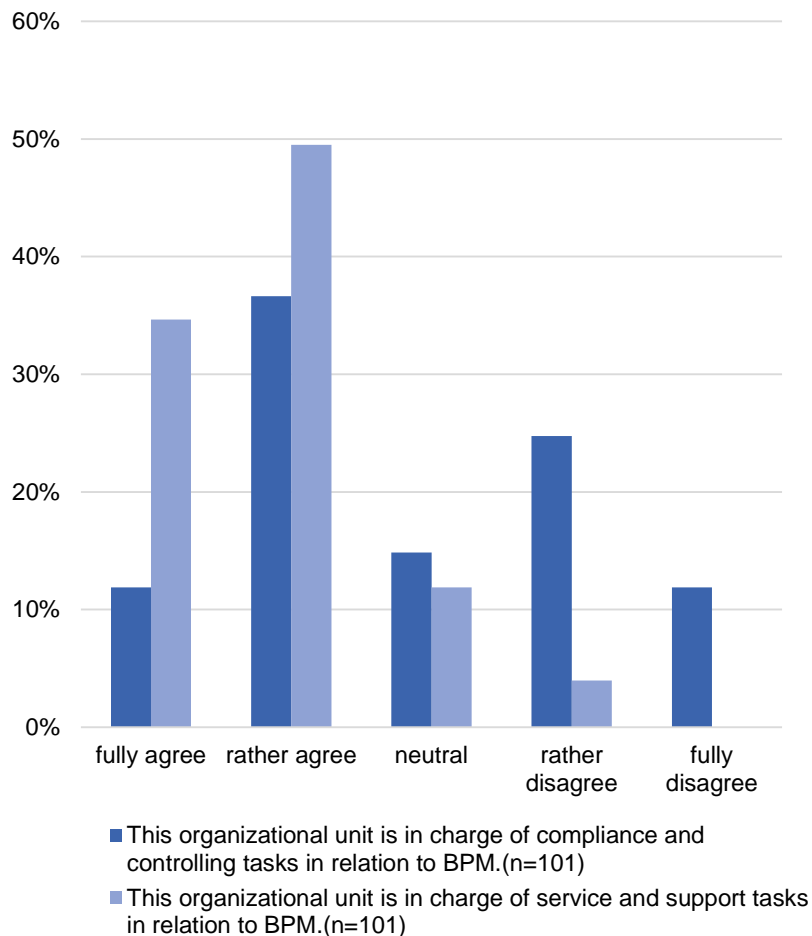
The graph shows that the statement that BPM is becoming more important through digitalization is supported by most of the participants.

Contrary to expectations the sum of all questioned consultants and software developer who partly or fully agreed for the issue digitalization is higher than participation from other sectors.

It is further remarkable that the statement that “BPM through digitalization is getting more important” is neglected from both groups.



How do you rate the following statements on compliance and service?

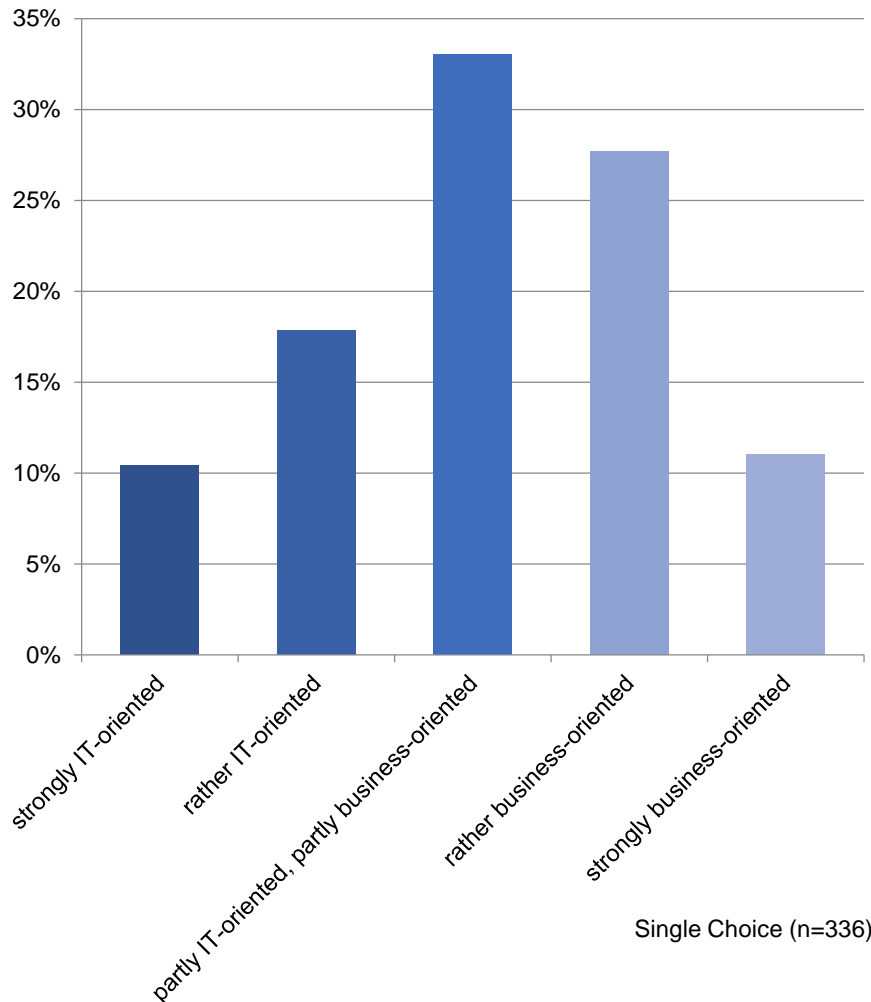


The survey shows that the specific organizational unit* which takes care of BPM realizes rather service and supporting tasks (84%).

In regard of compliance and controlling tasks the results are more differentiated. Only 49% of the participants agree with the statement that the department for BPM is in charge for compliance and controlling tasks. Nearly 37% of the participants disagree to this statement.

- Only participants who agreed to the question with yes „there is a specific organizational unit that is in charge of tasks of process management were considered.

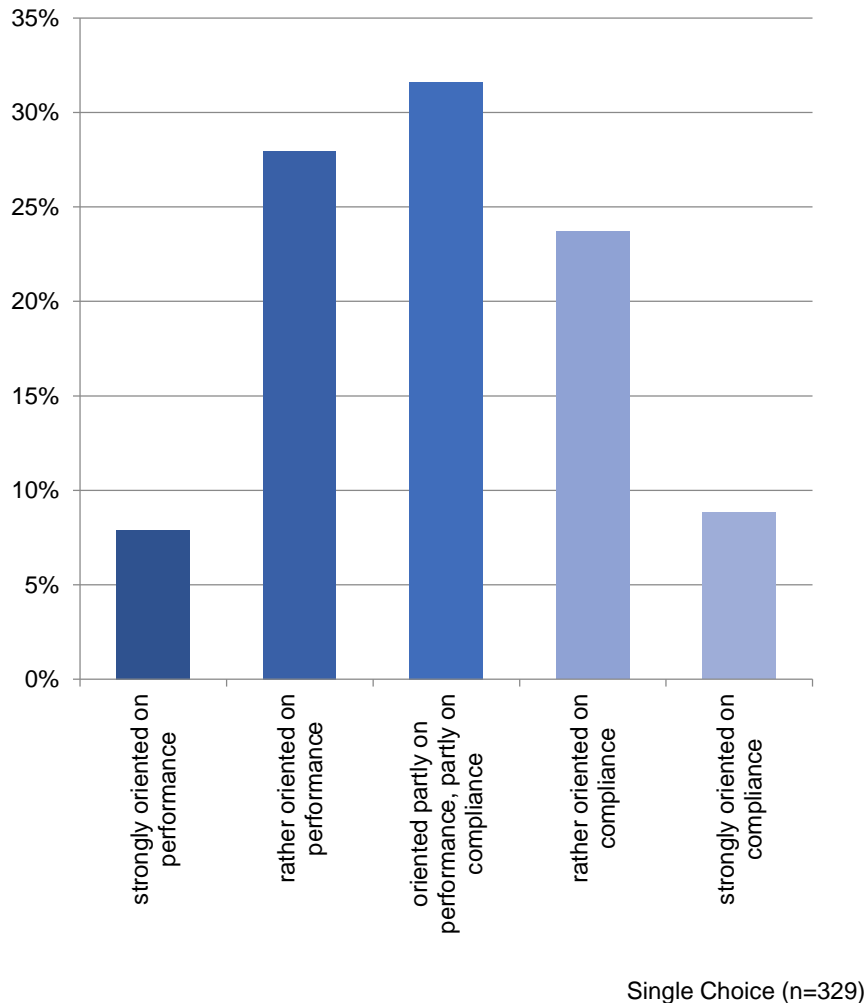
The anchoring of BPM in our organization is...



The survey shows that in the majority of organizations anchoring of BPM is partly IT oriented and partly Business oriented. A third of the participants agree with that statement.

In nearly 39% of the businesses BPM is rather business oriented, on the other hand IT orientation plays a more significant role in 28% of the organizations.

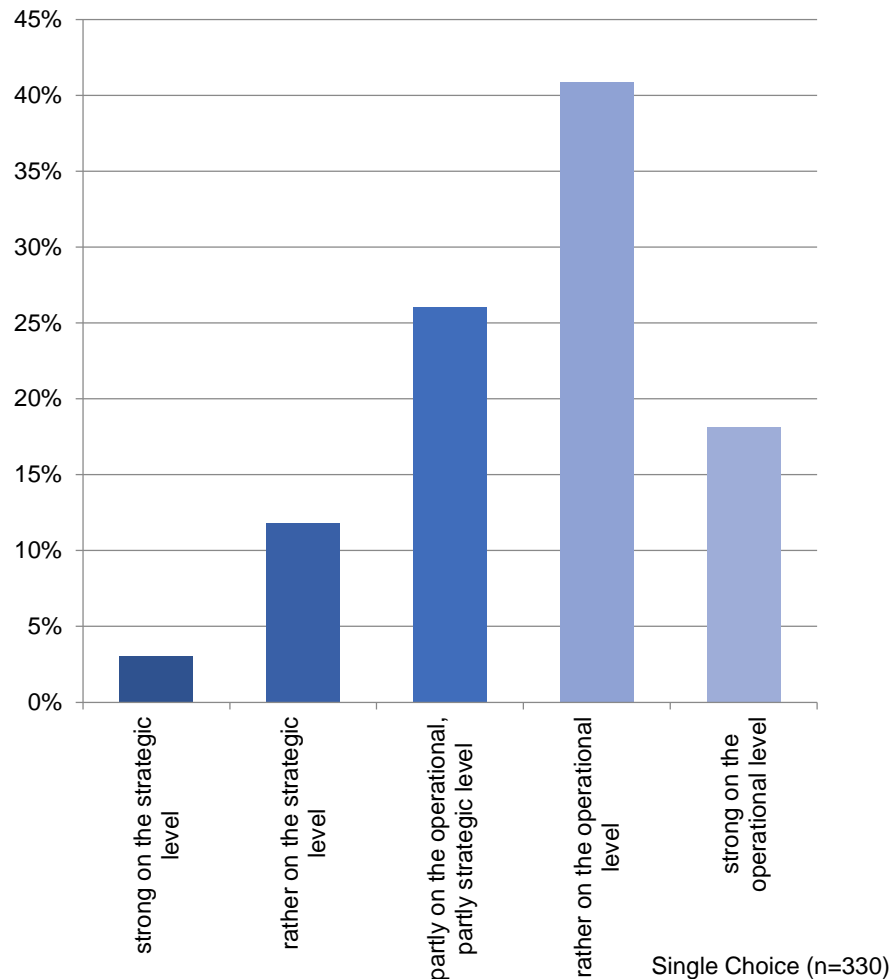
The anchoring of BPM in our organization is...



The result of this question shows that BPM in their organization is oriented equally on performance and on compliance. Nearly 32% of the participants view both performance and compliance as work of BPM in balance.

A stronger tendency in both of the directions can be seen with around 17% of the participants towards one of the two directions.

The anchoring of BPM in our organization is...



This diagram shows that for 59% of the participants BPM is anchored on the operational level in their company.

BPM can be found as well on the operational as well on the strategic level in a third of the cases.

For around 15% of the participants BPM is anchored rather on the strategic level in their organization.

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3.1 Development of Participation

3.2 Industry Sectors

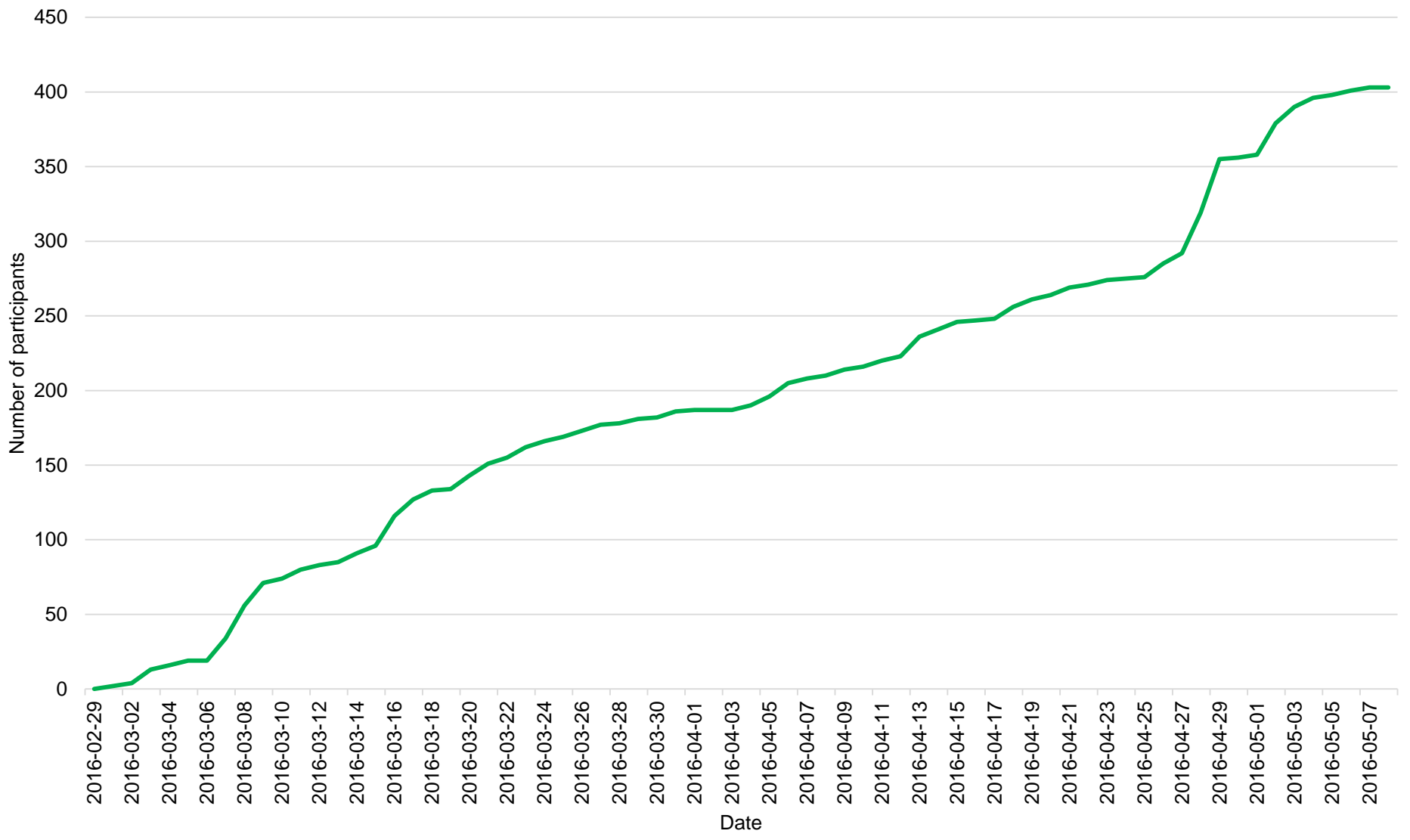
3.3 Employees

3.4 Hierarchy Levels

3.5 Interests

3.6 Countries

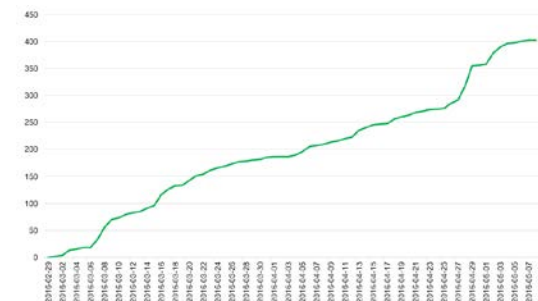
3.1 Development of Participation



The survey was put online on February 29th 2016 and received exceptional popularity.

Within the first 16 days more than 100 participants participated in the study. Through postings in different newsletter and journals as well as postings on platforms such as Xing, Twitter and LinkedIn a continuous stream of participation could be achieved. The newsletter of the Gesellschaft für Prozessmanagement brought a significant increase in the last quarter of the period of participation. A total of 403 participants was reached at the end.

The numbers only refer to usable participation data points.



3.1 Development of Participation

3.2 Industry Sectors

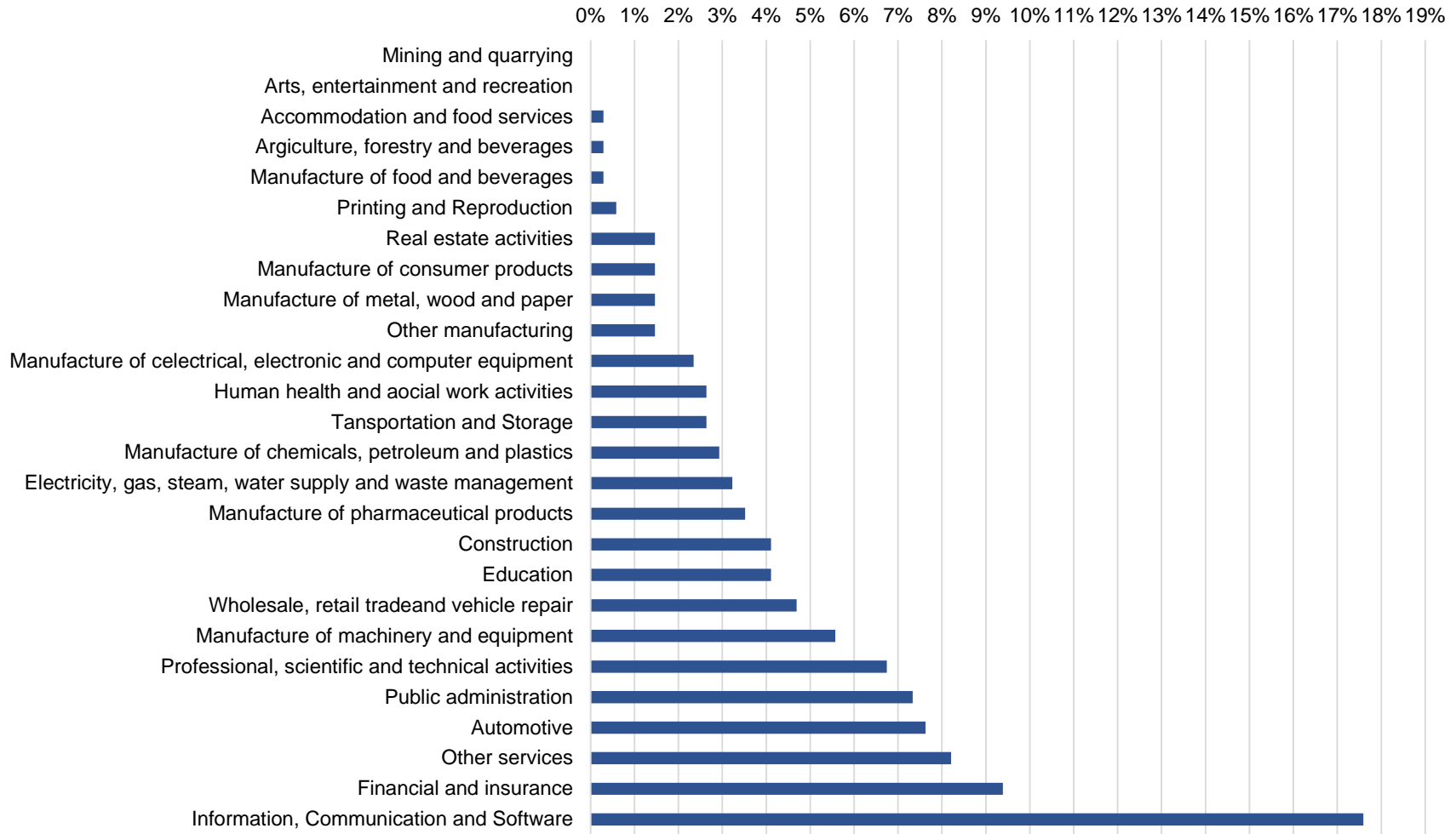
3.3 Employees

3.4 Hierarchy Levels

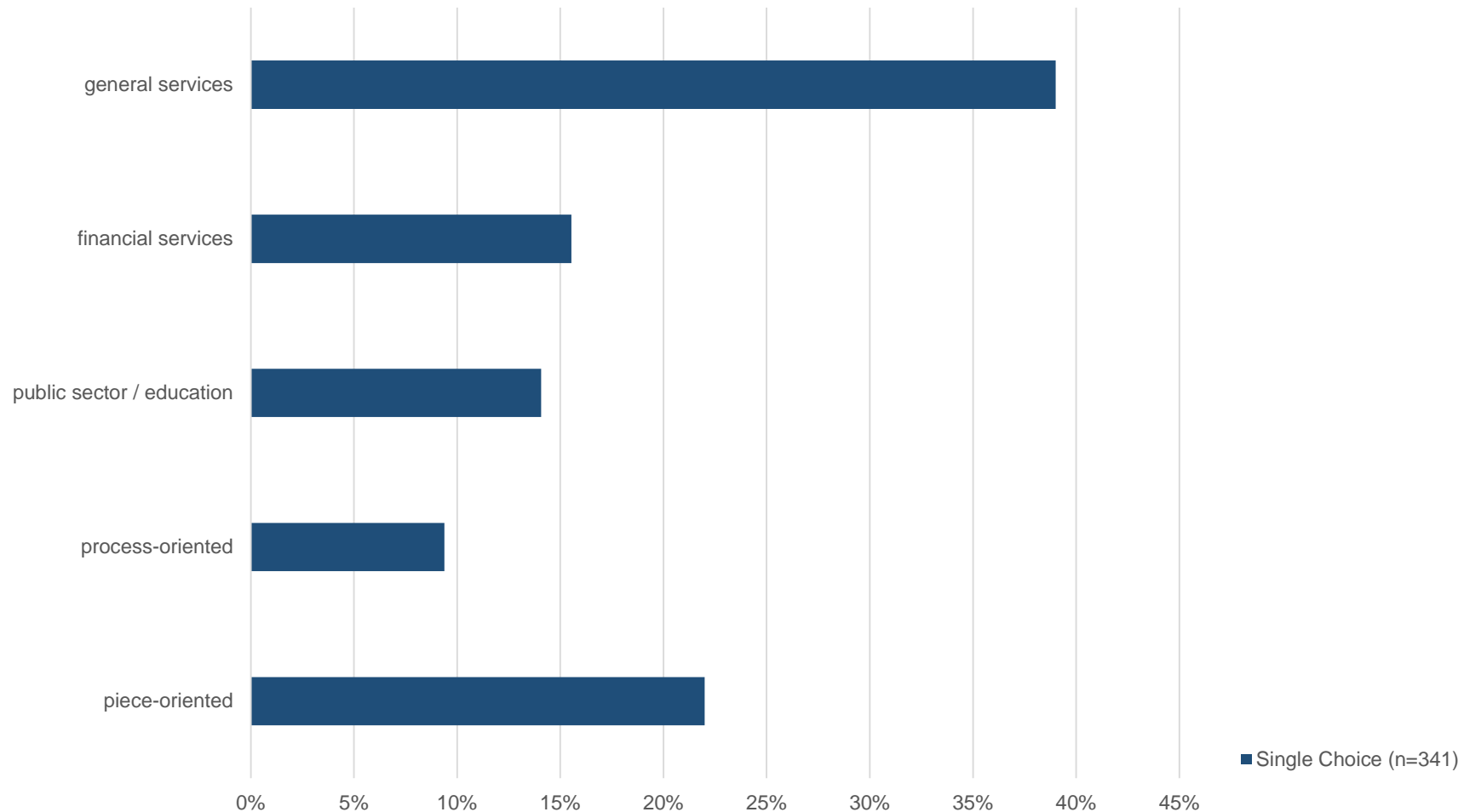
3.5 Interests

3.6 Countries

In which industry is your organization mostly operating?



In which industry is your organization mostly operating? (grouped)

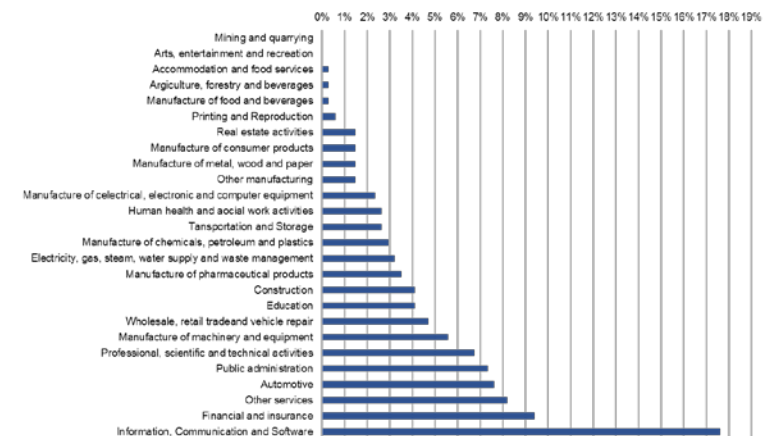


In which industry is your organization mostly operating?

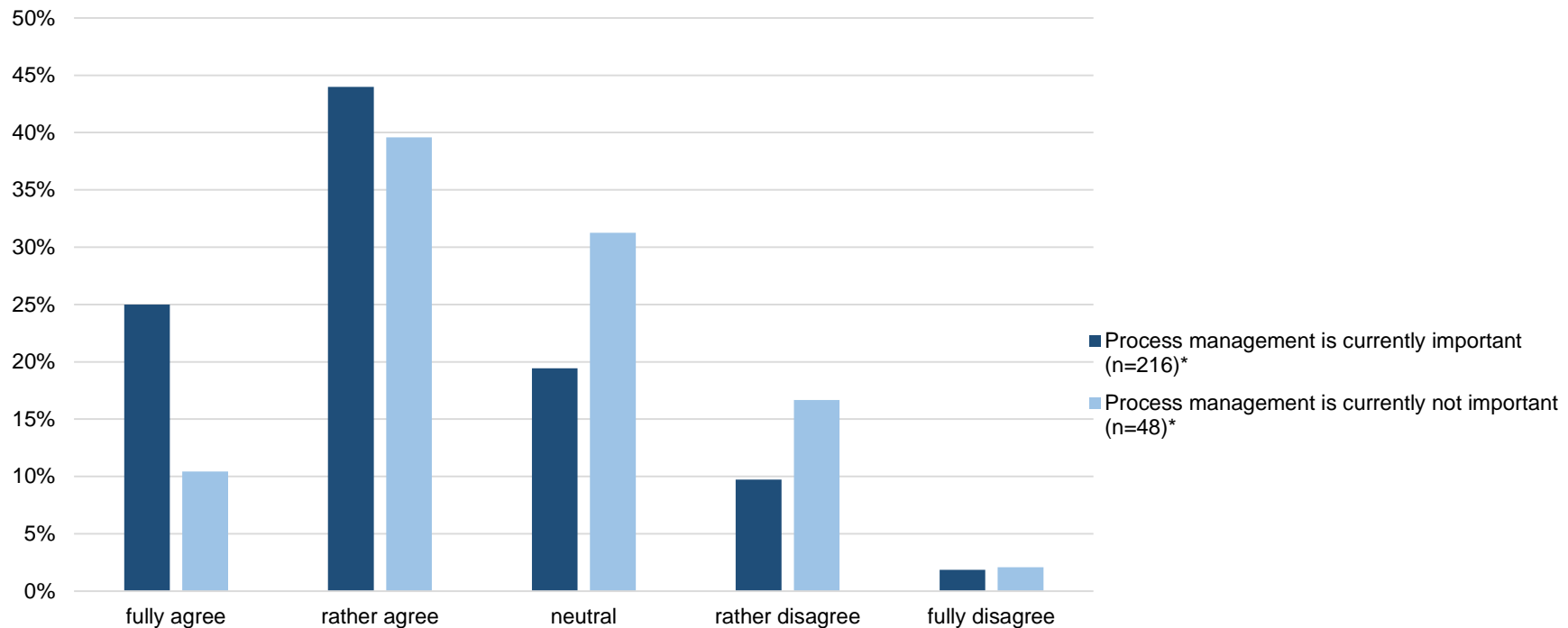
The participants of the study belong to 24 different sectors. Most of the participants are employed in the information, communications- and software industry (17,6%) as well as in the financial and insurance sector (9,4%).

Other participants stem from other service industries with 8,2% followed by the automotive industry (7,6%).

A rather low proportion belongs to the accommodation and food services sector, agriculture and forest industry as well as the food and beverage manufacturing industry with 0,3% each.



Our organization is more successful than other organizations in our industry:



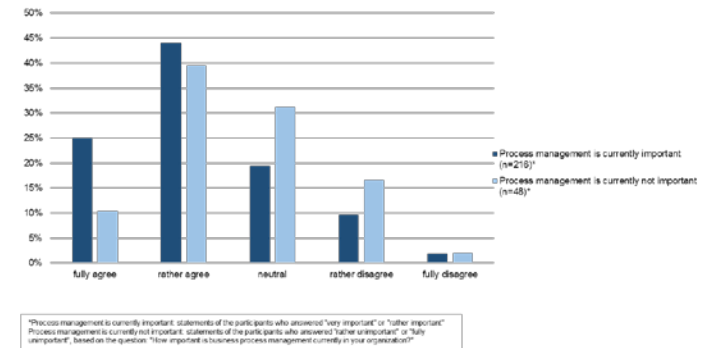
*Process management is currently important: statements of the participants who answered "very important" or "rather important"
Process management is currently not important: statements of the participants who answered "rather unimportant" or "fully unimportant", based on the question: "How important is business process management currently in your organization?"

Our organization is more successful than other organizations in our industry:

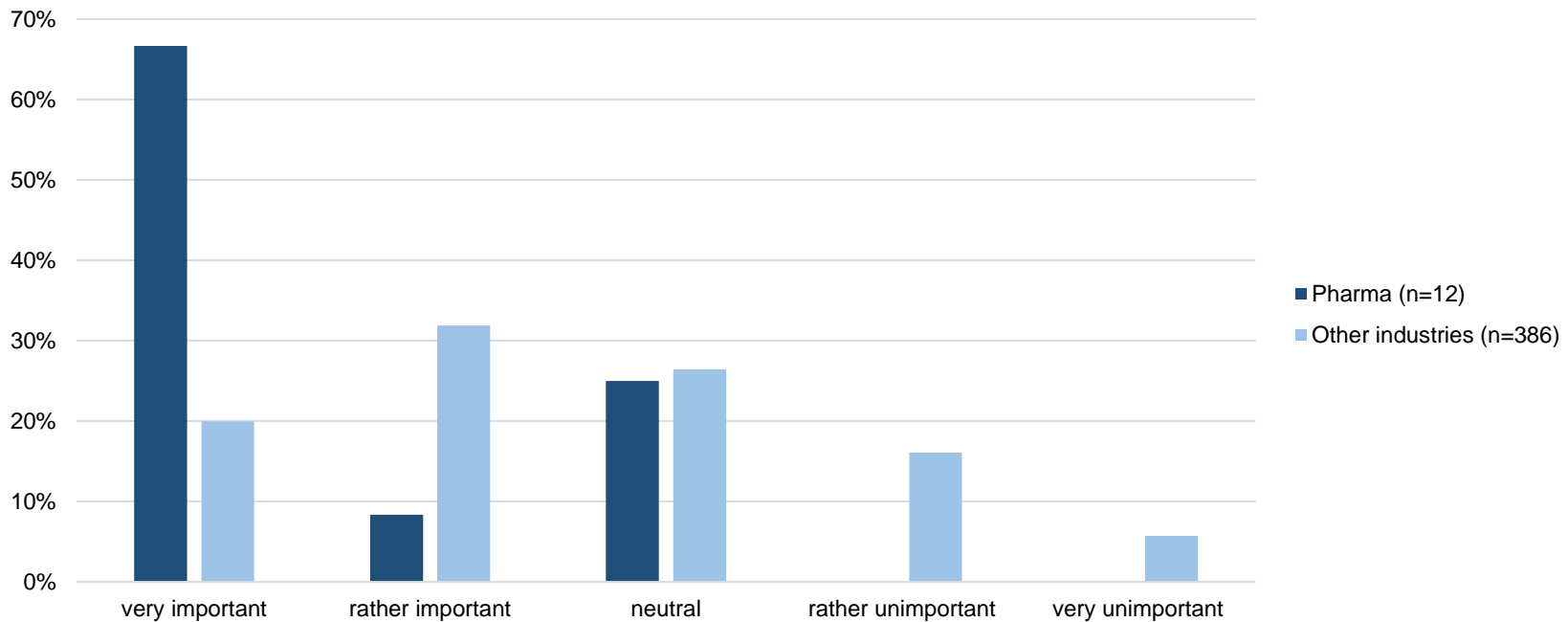
This graph indicates that the success of a organization compared to other ones is not necessarily linked with the importance of process management within an organization.

Indeed, almost 69% of the participants who say that at the moment process management is important, also state that their organization is more successful than others. However, those for whom process management is not important at the moment also count 50%.

It is further striking that a very low percentage can be found neglecting the statement that their organization is more successful than others in their industry.



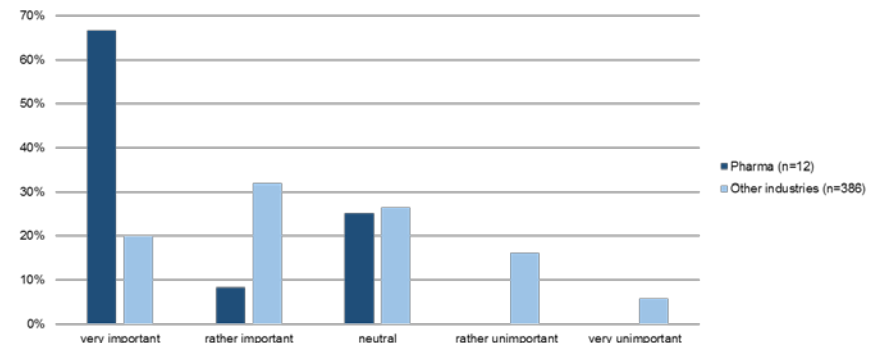
How important is it for process management in your organization to meet regulatory goals?



How important is it for process management in your organization to meet regulatory goals?

As predicted the survey shows the example of the pharma industry that in heavy regulated sectors the achievement of meeting regulatory requirements is very important for process management.

Around two thirds of the participating organizations in the pharma industry consider it as very important, whereas no one of the participants stated that the achievement of meeting regulatory requirements is viewed as unimportant for process management. In other industries this figure reaches nearly 22%.



3.1 Development of Participation

3.2 Industry Sectors

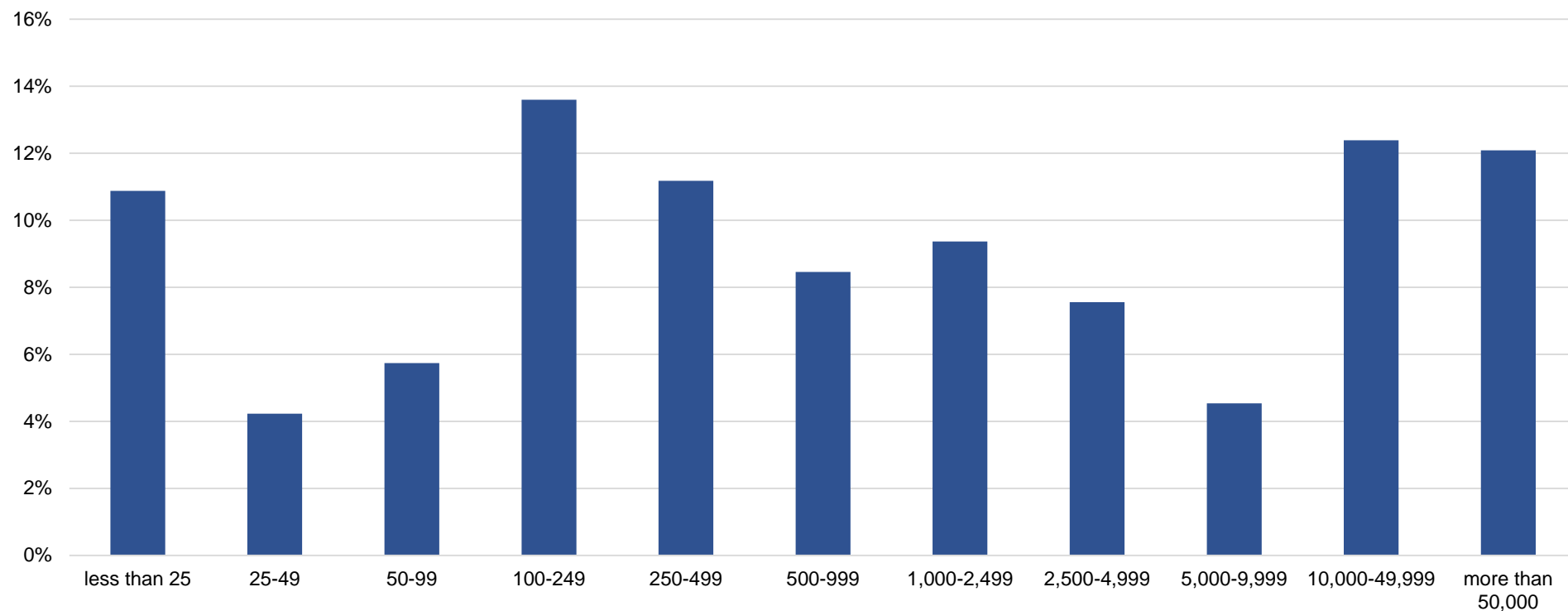
3.3 Employees

3.4 Hierarchy Levels

3.5 Interests

3.6 Countries

How many employees work in your organization?



Single Choice (n=331)

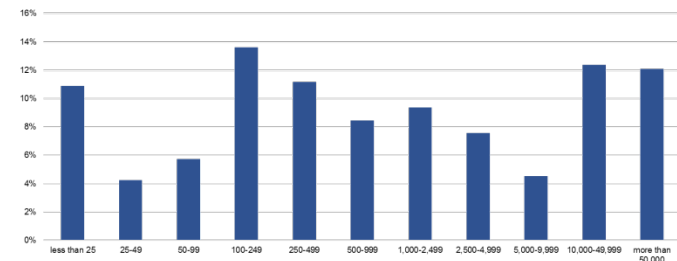
How many employees work in your organization?

This study shows that more than 20% of the participating organizations work with less than 100 employees.

Around 33% of the participants are staff members in an organization with employment figures between 100 and 999.

Nearly 22% of the participants work in organizations that employ between 1.000 and 9.999 people.

The remaining quarter of the participants work in large organizations with more than 10.000 employees.



3.1 Development of Participation

3.2 Industry Sectors

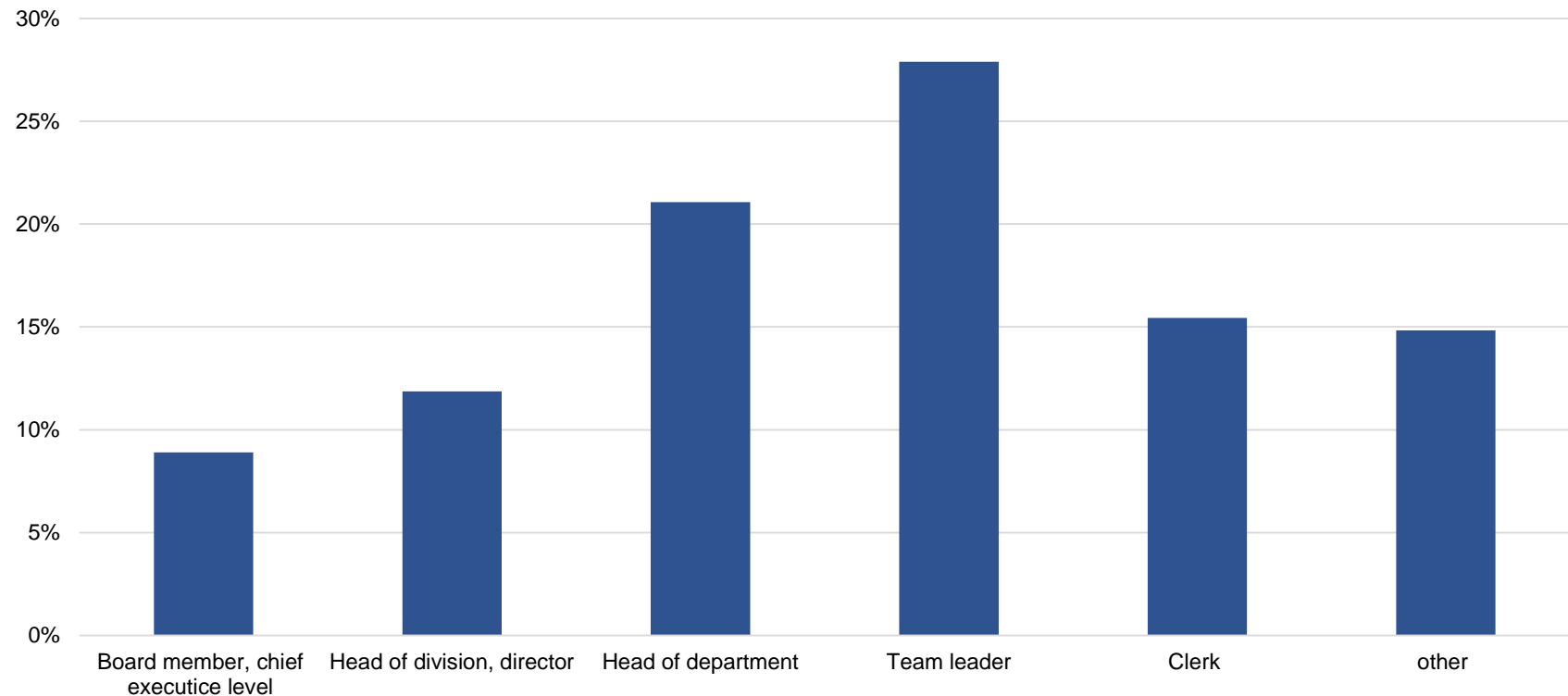
3.3 Employees

3.4 Hierarchy Levels

3.5 Interests

3.6 Countries

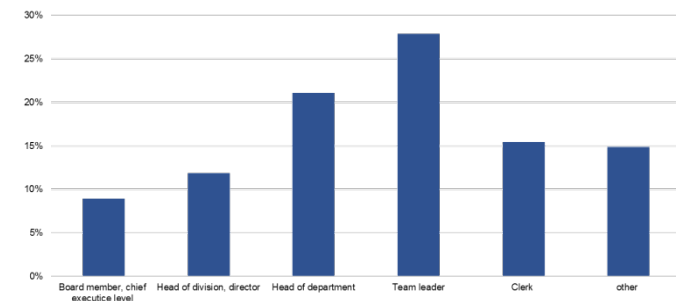
At which level of your organization are you working?



(n=337)

At which level of your organization are you working?

9% of the participants work on the director or board level. The biggest share works on the level of a team or group leader. More than 15% are office clerks.



3.1 Development of Participation

3.2 Industry Sectors

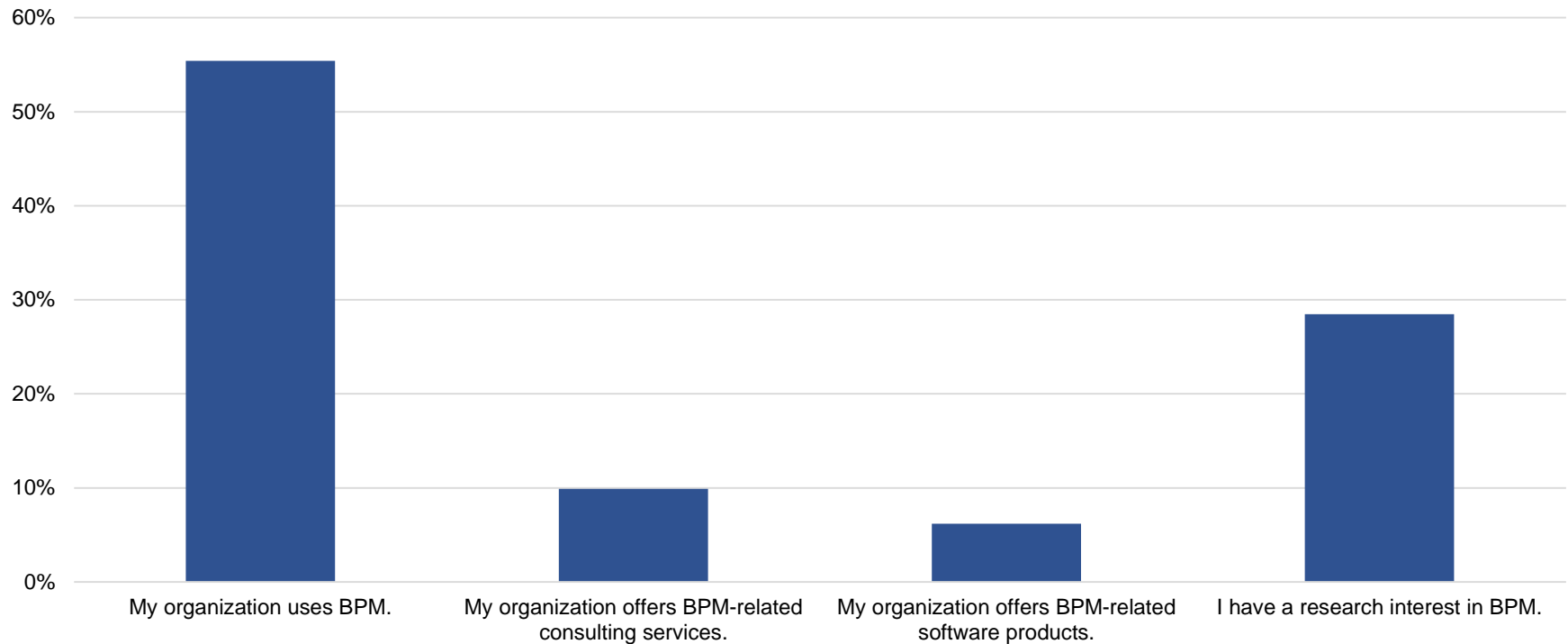
3.3 Employees

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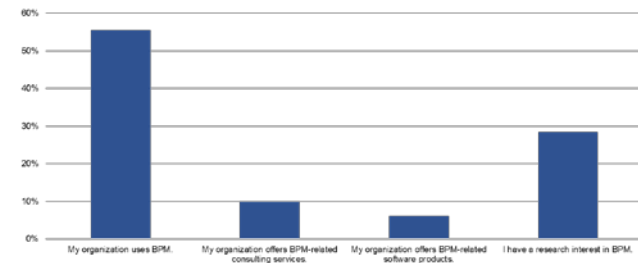
For which reason are you mostly interested in BPM?



Single Choice (n=323)

For which reason are you mostly interested in BPM?

More than half of the participants are interested in BPM for the reason of using it in their own company. 30 % express an academic interest in the topic. 15% work in companies that offer professional services and products in relation to BPM.



3.1 Development of Participation

3.2 Industry Sectors

3.3 Employees

3.4 Hierarchy Levels

3.5 Interests

3.6 Countries

In which country are you working?

Country	Percentage
Germany	76.70 %
Austria	6.49 %
Switzerland	4.72 %
Eastern Europe	2.95 %
America	1.77 %
Belgium- Netherlands- Luxembourg	0.59 %
Southern Europe	0.59 %
Australia	0.59 %
Others*	4.72 %

* self-reported

77 % of the participants are from Germany. Altogether 11% are from the neighboring countries Austria and Switzerland. 3 % are from central and eastern Europe, around 2% from America.

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4.1 Comments on Method

4.2 Remarks on Interpretation

The data of this survey has been generated using LimeSurvey Version 2.05+. The questionnaire was available in German and English. The data was collected between 29 February and 8 May 2016.

The participation in the survey was advertised in various newsletters, media, blogs and social media channels including Twitter, XING and LinkedIn. It was also posted in the homepages of Hochschule Koblenz, Hochschule Bonn-Rhein-Sieg, Vienna University of Economics and Business, and Heupel Consultants.

Participation was explicitly encouraged for process owners, process managers, process analysts and process participants.

Altogether, more than 400 persons took part in the survey. Different steps of quality assurance were implemented, which led to the exclusion of data points that were:

1. Incomplete or
2. Inconsistent including contradictions.

After these steps, 403 data points remained to be included in the analysis.

Participation was voluntary for each of the questions. Therefore, the sample size varies for the different questions.

The sample size for single choice questions is determined based on the number of answers. For multiple choice questions, the sample size is determined by considering all participants that selected at least one option.

In order to improve the readability of the results, we use a color scheme. Green bars refer to answer options „highly important“ and „rather important“ and red bars for „rather unimportant“ and „highly unimportant“.

Neutral answers are shown with grey. The bars of other questions are shown in different tones of blue.

The design of the survey was supported by the advisory council, which included representatives from Messe Frankfurt GmbH, RWE Generation S.E., Airbus, Heupel Consultants, CosmosDirect, Kärcher GmbH & Co. KG and Deutsches Zentrum für Luft- und Raumfahrt.

Rounding

Due to rounding, it is possible that not all percentages add up to 100%.

Correlation

The reported correlation coefficients are based on the metric definition by Bravais-Pearson. The correlation measures the strength of connection between two variables. Details are reported for variables whose correlations are higher than 0.5.

Significance

The correlation results were checked for significance on a level of 0.05 (two-sided).

Industry Sectors

Unit Production: Automotive, Printing, Electrics, Electronics and Computer Hardware, Consumer Goods, Food, Construction and Engineering

Process Production: Mining, Chemistry, Petroleum and Plastics, Pharmaceuticals, Metals, Wood and Paper, other production businesses

Public Sector / Education: Education, Health and Social Work, Public Administration

Financial Services: Financial Services, Retail, Real Estate

General Services: Information, Communication and Software, Agriculture, Forestry, Fishing, Traffic, Transport and Logistics, Hospitality, Art, Entertainment and Recreation, Consulting and Professional Services, Arts, Entertainment and Recreation, Consulting and Professional Services, Public Utilities, other services

4.1 Comments on Method

4.2 Remarks on Interpretation

Surveys should best be representative, significant and relevant. The sample should best match the characteristics of the underlying population. Significance is required in order to avoid that results emerge out of the data by chance. These results should also provide actionable insights into the subject matter. Often these different criteria are partially conflicting when setting up a survey.

The major challenge for this survey was representativeness. Participation is voluntary and the people of the population are not equally reachable through different channels. A bias is likely in terms of, e.g., self-selection.

It can also not be fully ruled out that perceptions expressed in answering the different survey items are not fully reliable.

These potential limitations should be kept in mind when reading and interpreting the reported results of the survey. Still, we are confident that the results give relevant indications on the current state of process management.

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5.1 Advisory Council

5.2 Gesellschaft für Prozessmanagement



Dr. Frank Biendara

Vice President Informationsmanagement
Messe Frankfurt GmbH



Javier Almagro Garcia

Senior Manager Head of Business Management
System Airbus Defence & Space



Dipl. Wirt.-Ing. Thomas Heupel

Project and Process Management Expert
Founder of Heupel Consultants



Dr. Melanie Kramp

Head of Business Development and (temporary)
Head of Human Resources
CosmosDirekt / Generali Group



Andreas Lamken

Head of Information Management
(CIO RWE Generation Group)
RWE Generation S.E.



Prof. Dr. Matthias Mehrrens

Vice President / Honorary Professor
Alfred Kärcher GmbH & Co. KG



Dr. Hans-Joachim Popp

IT Manager and CIO
Deutsches Zentrum für Luft- und Raumfahrt

5.1 Advisory Council

5.2 Gesellschaft für Prozessmanagement

Network of Knowledge

The leading competence network in business process management

- Independent platform for business and research (non-commercial, not-for-profit organization)
- Our members benefit from contacts to process managers in other organizations and process experts from academia
- Talks, expert seminars and best practices at our events (Round Tables, Process Days, Process Times, PzM Summit)
- Various advanced vocational training offers
- Accredited competence certification in Business Process Management based on ISO 17024

Exchange of Experiences

Exchange of Experiences among process managers at regular networking events

Round tables, fireside chats, seminars

PzM Summit: 23 – 24 Nov 2016 Orangerie Schönbrunn

Process Days: Process Management in Healthcare

Process Time: Process Management in Public Administration and in the Financial Sector

Event dates and further information

www.prozesse.at

www.prozesse.de

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6.1 Prof. Dr. Ayelt Komus

6.2 Prof. Dr. Andreas Gadatsch

6.3 Prof. Dr. Jan Mendling

Qualität im BPM (Study)

www.q-in-bpm.info

IT-Radar für BPM und ERP (Study)

www.it-radar.info

Status Quo Chemie Pharma (Study)

www.status-quo-chemie-pharma.de

Metastudie BPM-Quintessenz (Study)

www.bpm-quintessenz.de

Status Quo Agile (Study 2012 / 2014)

www.status-quo-agile.de

Studies and Activities of the BPM Labs for Business Process Management and Organizational Excellence

www.bpm-labor.de

Praxisforum für Prozess- und IT-Management and Praxiswerkstatt Digitalisierung und Agilität

www.praxisforum.eu www.praxiswerkstatt.eu

Komus, Ayelt (Hrsg.):

BPM Best Practice - Wie führende Unternehmen ihre Geschäftsprozesse managen. Wie gestalten BPM-Best-Practice-Unternehmen ihr Business Process Management? BPM-Erfolgsfaktoren von Deutsche Bank, Miles & More, Bayer, Generali, Lufthansa u.v.a.



Komus, Ayelt und Hofmann, Rolf (Hrsg.):

Erfolgreiches Prozessmanagement in der Praxis, Publikation in Vorbereitung, Hanser Verlag.

Further Publications and Talks

www.komus.de

www.process-and-project.net

6.1 Prof. Dr. Ayelt Komus

6.2 Prof. Dr. Andreas Gadatsch

6.3 Prof. Dr. Jan Mendling

**Presidential Delegee for Digitalization and
Director of the Master Study Program Innovation
and Information Management at
Hochschule Bonn-Rhein-Sieg**

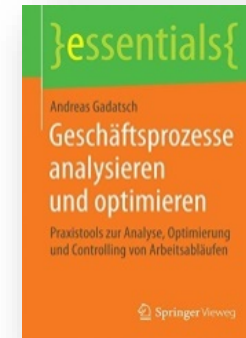
**Steering Board Member of the
GI-Special Interest Group IT-Controlling**

**Co-Organizer of the
Sankt Augustiner Controlling-Tagung**
www.controlling-tagung.de

Praxisforum Prozess- und IT-Management
www.praxisforum.eu

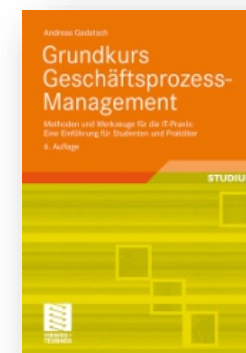
Gadatsch, Andreas:

Geschäftsprozesse analysieren und optimieren,
Wiesbaden, 2015.



Gadatsch, Andreas:

Grundkurs Geschäftsprozess-Management, 7.
Auflage, Wiesbaden, 2012.



6.1 Prof. Dr. Ayelt Komus

6.2 Prof. Dr. Andreas Gadatsch

6.3 Prof. Dr. Jan Mendling

**Deputy Head of Department of Information
Systems and Operations at
Vienna University of Economics and Business**

www.wu.ac.at/ipm

**Board Member of
Gesellschaft für Prozessmanagement**

www.prozesse.at

**Chair of the Steering Board of the
GI-Special Interest Group EMISA**

www.emisa.org

GET Service, funded by EU FP7

www.getservice-project.eu

SERAMIS, funded by EU FP7

www.seramis-project.eu

SHAPE, funded by FFG

www.ai.wu.ac.at/shape-project

RISE_BPM, funded by EU Horizon 2020

www.service.ercis.org/research/risebpm

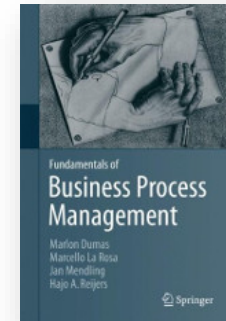
BPM - Online, funded by Erasmus+

www.bpm-online.uni.li

Praxisforum Prozess- und IT-Management

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**Marlon Dumas, Marcello La Rosa, Jan Mendling,
Hajo A. Reijers: Fundamentals of Business Process
Management. Springer 2013.**



**Hans Robert Hansen, Jan Mendling, Gustaf
Neumann: Wirtschaftsinformatik, 11. Auflage, De
Gruyter Studium, 2015.**



Further Publications and Talks

www.mendling.com

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Hochschule Koblenz (BPM-Labor)

Prof. Dr. Ayelt Komus

Konrad-Zuse-Str. 1

56075 Koblenz

komus@hs-koblenz.de

www.komus.de

Telefon: +49 (0)261 9528 160

 @AyeltKomus

Hochschule Bonn-Rhein-Sieg

Prof. Dr. Andreas Gadatsch

Grantham-Allee 20

53757 Sankt Augustin

andreas.gadatsch@h-brs.de

www.wis.h-brs.de/gadatsch

Telefon: +49 (0)2241 865 129

 @AGadatsch

Vienna University of Economics and Business

Prof. Dr. Jan Mendling

Welthandelsplatz 1

1020 Wien

jan.mendling@wu.ac.at

www.mendling.com

Telefon: +43 (0)1 31336 5200

 @janmendling

Website of Research Studies

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International Study „BPM Compass“