

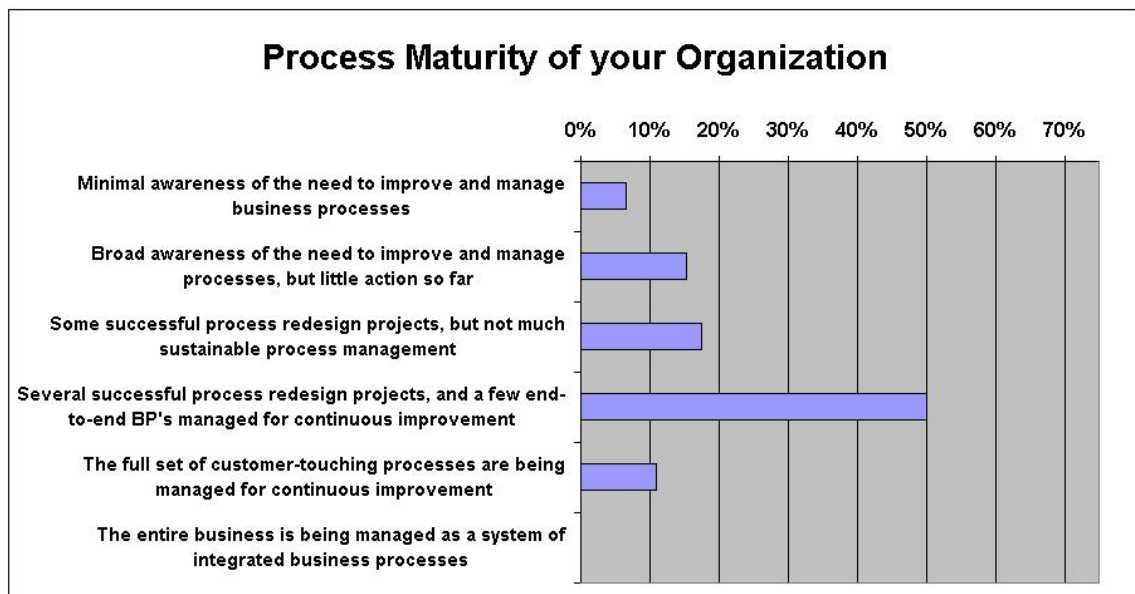
BPM Survey results: Maturity, Adoption and Performance

Following is the last publication of results from the Trisotech survey on Business Process Management (BPM) implementation projects.

The results of questions 5, 8 and 13, from a total of thirteen survey questions, are presented.

Question 5. What is the level of Process Maturity of your Organization?

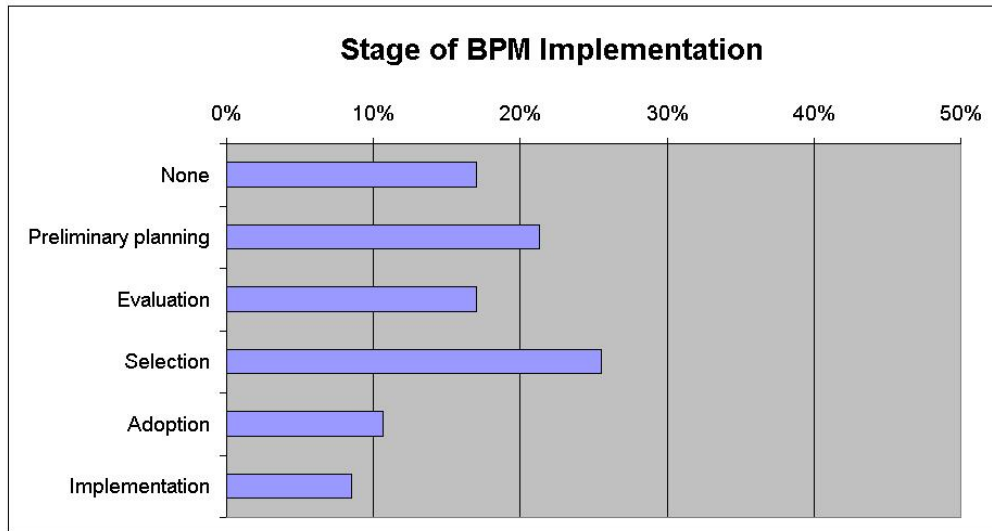
We ask our participants to evaluate the level of maturity of their organization in regard of business process management.



50% of the respondents indicate that their enterprise already has several redesign projects active or done. In addition more than 10% have stated that major end-to-end customer touching processes are already managed for continuous improvement.

However, it is interesting to compare these positions with the following answers to question 8 of the survey.

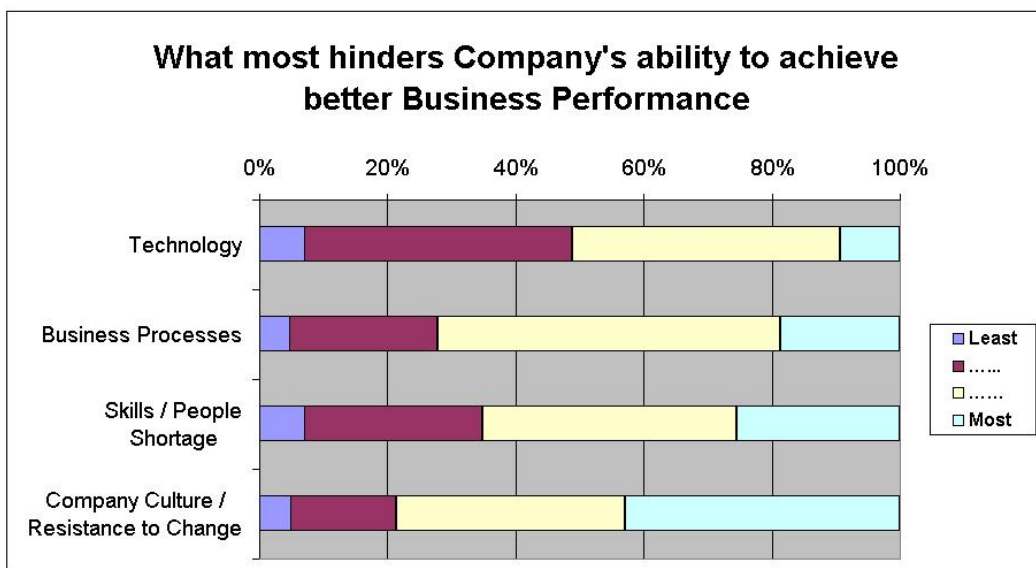
Question 8. At which stage of BPM effort are you?



As stated earlier, answers to question 5 indicate that BPM projects are actively pursued, however only 9% of the same respondents answered that their organization is at the implementation phase of a BPM solution.

It let us to believe that the majority of the organizations are still in the early stages of BPM implementation. Often, local or departmental projects are done to validate BPM benefits and feasibility. These projects are also used to learn the concepts, the challenges and the scope of BPM manageable initiatives.

Question 13. What most hinders your company's ability to achieve better business performance? Please rate from 1 to 4 (1 being the least limitative and 4 the most limitative)



The diagram above identifies that Company Culture / Resistance to Change is the factor which most hinders organizations to achieve better business performance.

The answers to question 6, published in April, indicated that organizations have “silo behaviour” and have “undue preoccupation with organization structure”. Combining answers to questions 6 and 13 demonstrate clearly that organizations are vertically aligned.

The majority of the companies are managed and focused on activities and results aligned to their own department, group or “silo”. However processes that deliver value to the clients have no department frontiers. They cross many departments and are horizontal in their nature.

Lastly, allow us to present a summary table comparing results from our survey to similar surveys done in the US during 2005 and 2006.

What do you consider being the most important potential benefit of a BPM solution implementation?

	US Surveys	Trisotech Survey
Increased Productivity	29 %	26 %
Improved Organizational Agility and Flexibility	22 %	18 %
Increased Customer Satisfaction	15 %	17 %
Increased Compliance	13 %	13 %
Reduced Costs	12 %	17 %

As shown above, our BPM expectations are not different from our neighbors.

Business Process Management is considered as a powerful but still emerging management discipline. The following months and years should be very interesting regarding the evolution of BPM as a management philosophy and supporting technologies.