

**BENCHMARK REPORT INFORMATION**

**Report Title:** BPM and Beyond: The Human Factor of Process Management

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**Report Description**

This report demonstrates that Best-in-Class companies are working to build an information culture around Business Process Management (BPM) usage. This culture delivers capabilities to a wider audience and addresses the human factors driving the relationship between process management and operational performance. Leveraging a wide range of organizational capabilities, Best-in-Class companies were able to drive marked improvements in customer service and process waste reduction. This report is based on feedback from 232 end-user organizations worldwide.

**Five Compelling Facts from the Research, Providing Actionable Benefits for Readers:**

- 1. Best-in-Class companies drove a weighted average 26% year over year reduction in operating cost, compared with a 15% increase for Laggards.**
- 2. Best-in-Class companies achieved a weighted average 41% year over year improvement in customer responsiveness - four times the improvement of the Industry Average.**
- 3. Best-in-Class companies experienced a weighted average 41% year over year increase in process efficiency – measured as a reduction in the number of manual steps in key business processes - five-times the increase of all other companies.**
- 4. Best-in-Class companies achieved a weighted average 53% improvement in process consistency - as measured by the number of defects in key business processes - more than four times the improvement of the industry average.**
- 5. Best-in-Class companies achieved a weighted average 43% reduction in the cycle time of key business processes, more than five-times the reduction of all other companies.**

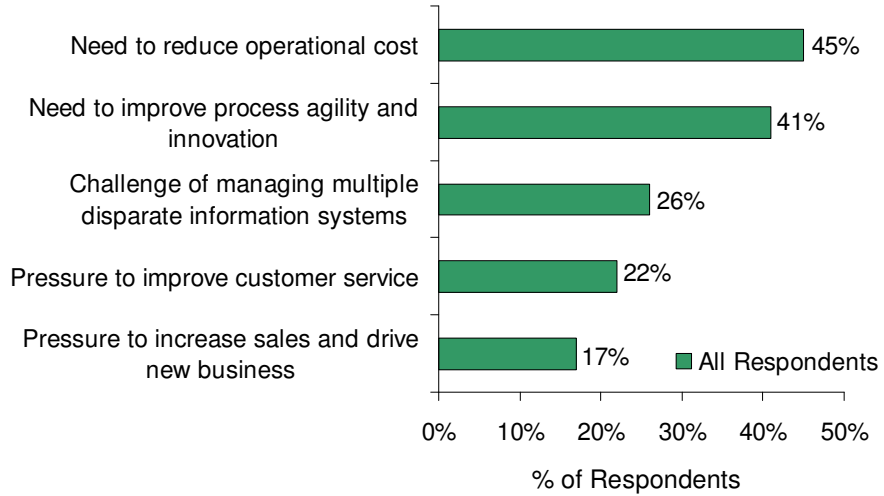
## REPORT OUTTAKES

**ANALYST QUOTE**<sup>1</sup> When it comes to BPM and other process focused solutions, the ability to expand usage of the tools beyond just the IT department is heavily dependent upon the culture of the organization. Often times an organization will deploy BPM to solve a specific business problem as somewhat of a point solution. The companies who have achieved measurable performance improvements are the ones who have worked to ingrain the value of information and process management into the organizational culture, thus expanding the reach of the solution within the organization and ultimately leading to a better return on BPM investment.

**RESEARCH QUOTE**<sup>2</sup> The research has shown time and again that measurement is a crucial step in the road to process improvement. Regardless of industry, the ability to gain an understanding of where things have been, where things are, and where things need to be, is a determining factor in heightened performance. According to the research, only 15% of Laggard companies have this measurement capability, less than one third the percentage of Best-in-Class companies. Measuring these cycle times is a major factor in Best-in-Class process visibility, driving substantial performance improvement.

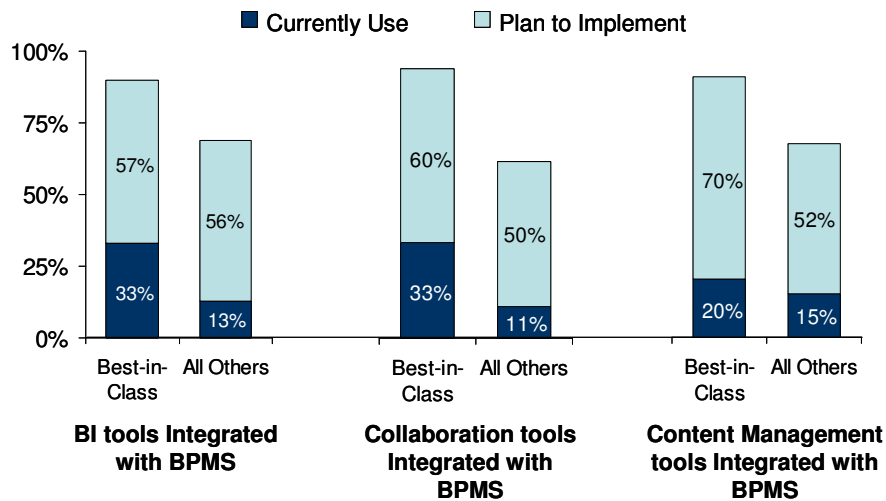
**FAST FACTS/SALES QUOTE**<sup>3</sup> In a receding economy organizations of all types and sizes are looking to tighten their belts and firm up key business processes. Efficiency comes at a substantial premium in the current volatile marketplace and those companies without a focus on measuring and managing their essential processes will forgo the benefits of double digit reductions in operating cost and 40%+ improvements in process efficiency.

## Top Pressures Driving a Focus on Process Management



Source: Aberdeen Group, November 2008

## Organizations Seek an Integrated BPM Approach



Source: Aberdeen Group, November 2008