# The State of Process Management 2011

Results of APQC's Best Practice Screening Survey

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# Introductions

- Jeff Varney, Sr. Advisor

As the process management and process improvement practice lead within APQC, Jeff coordinates research and custom projects for Business Process Management and process improvement (e.g., Lean, Six Sigma, etc.) spanning all industries and disciplines.

Jeff's role also includes developing and implementing solutions that combine KM approaches, measurement, and benchmarking with process improvement efforts.

**John Tesmer, Sr. Project Manager**

John Tesmer is a Sr. Project Manager within APQC's Advisory Services group. In this role he is responsible for the day-to-day operations of APQC's Open Standards Benchmarking business.

John is also responsible for the overall management of the 'Process Classification Framework,' APQC's taxonomy of business processes used by businesses around the world for benchmarking, content management, and process definition.

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# What we're going to cover

- The results from our most current research into process management
- Ongoing research

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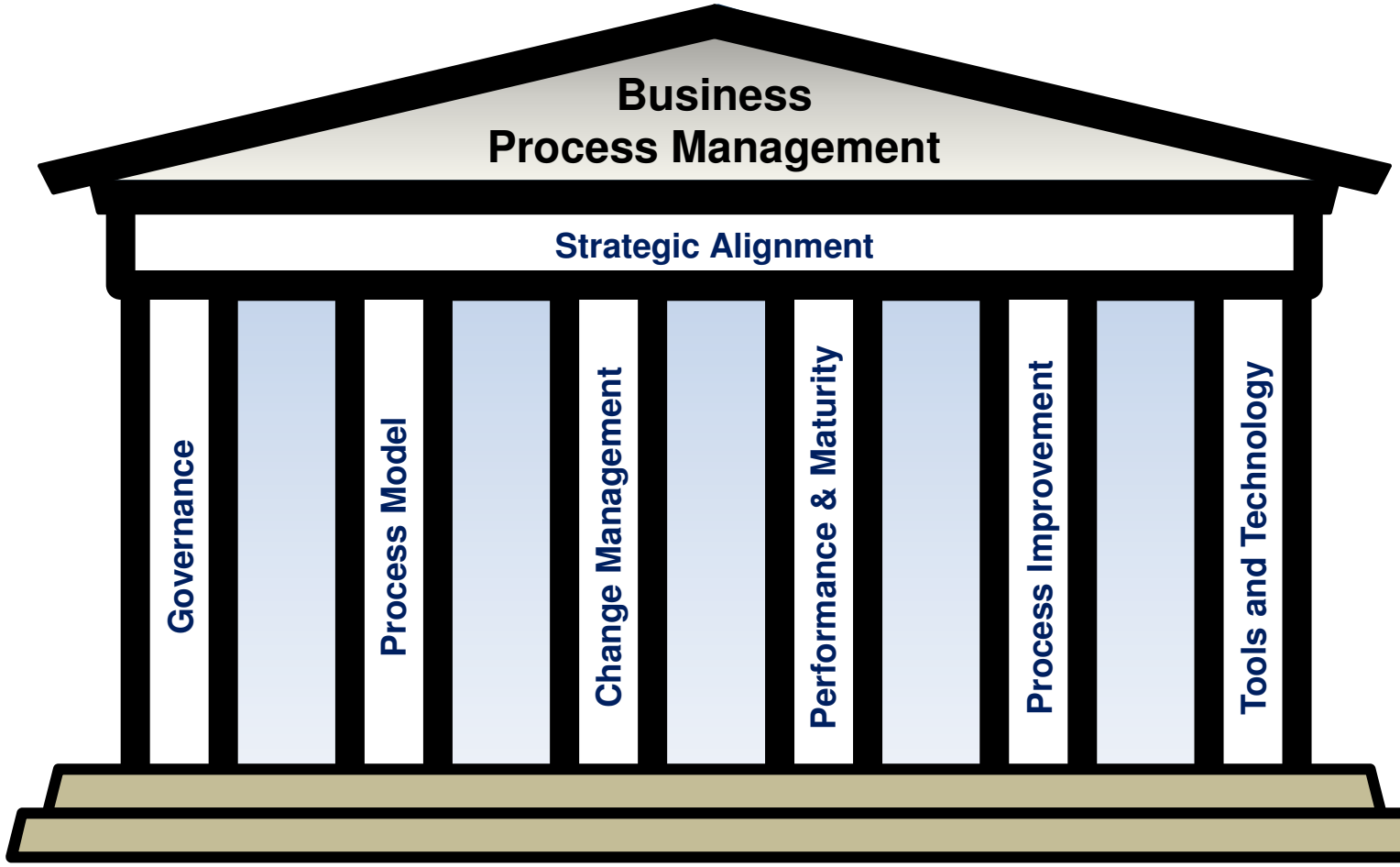
# Building Strong Process Management Capabilities

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# Voice of Customer

- What does the market want to know?
- Does our hypothesis align?

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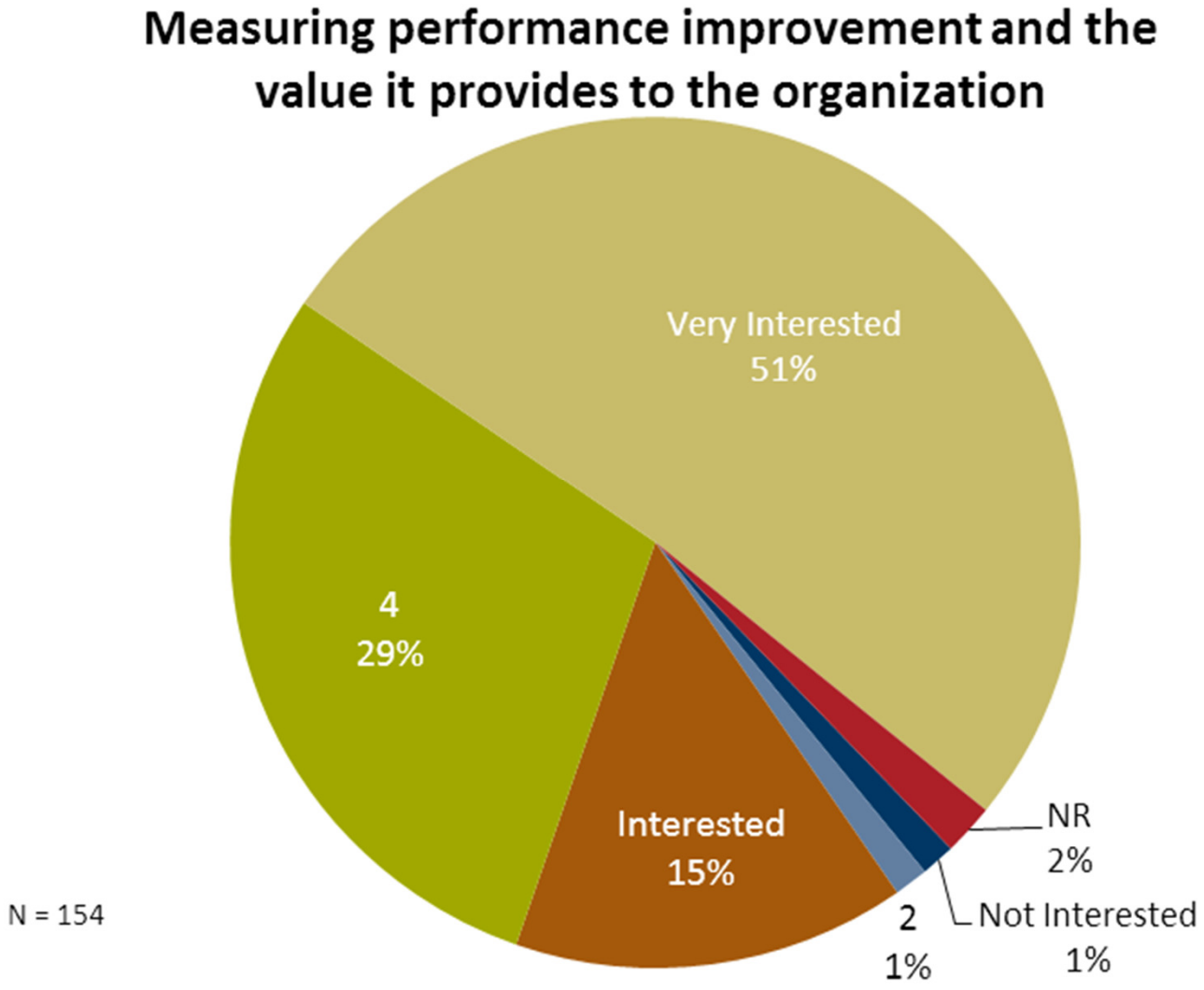
# Voice of Customer Results

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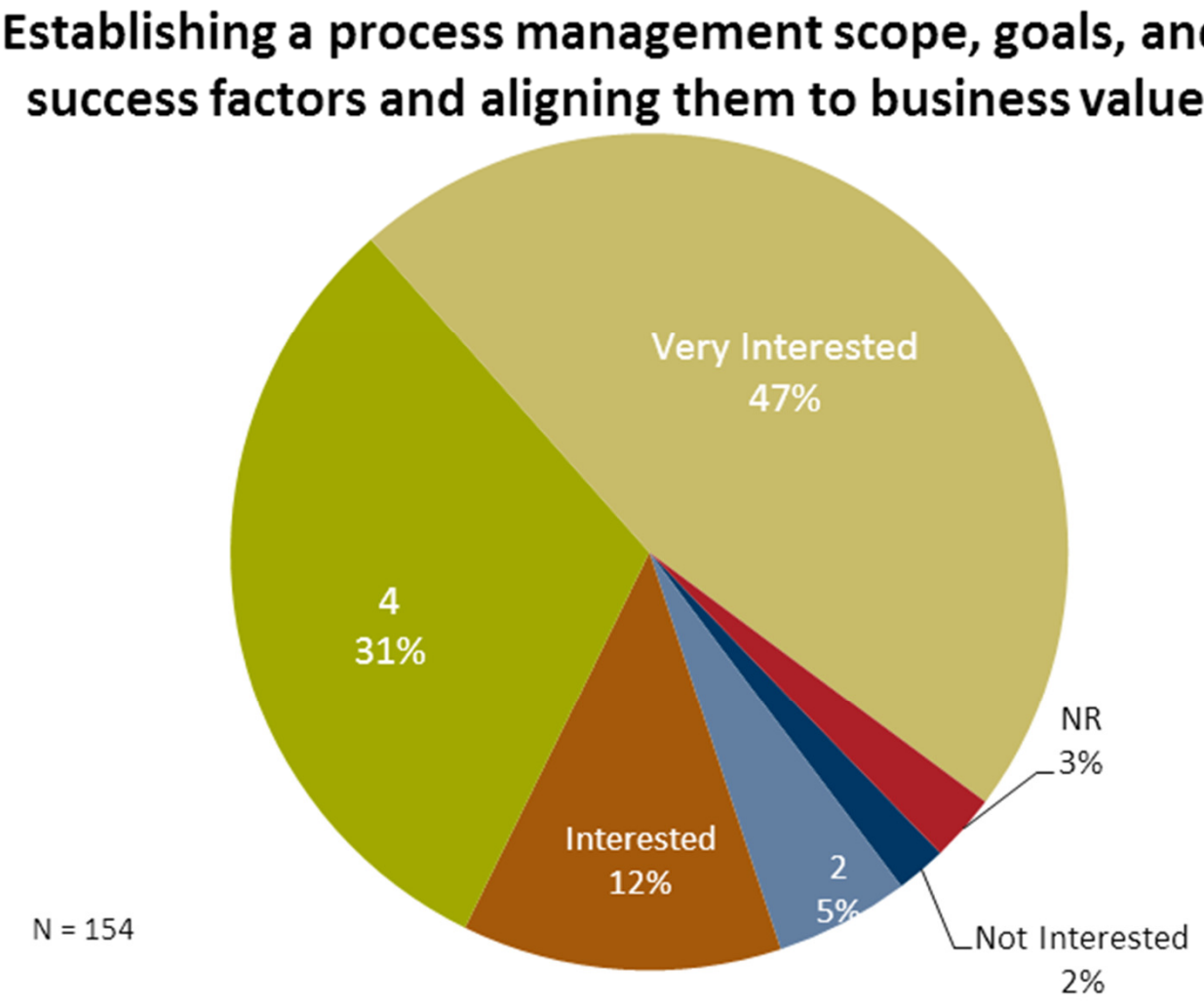
# Voice of Customer Results

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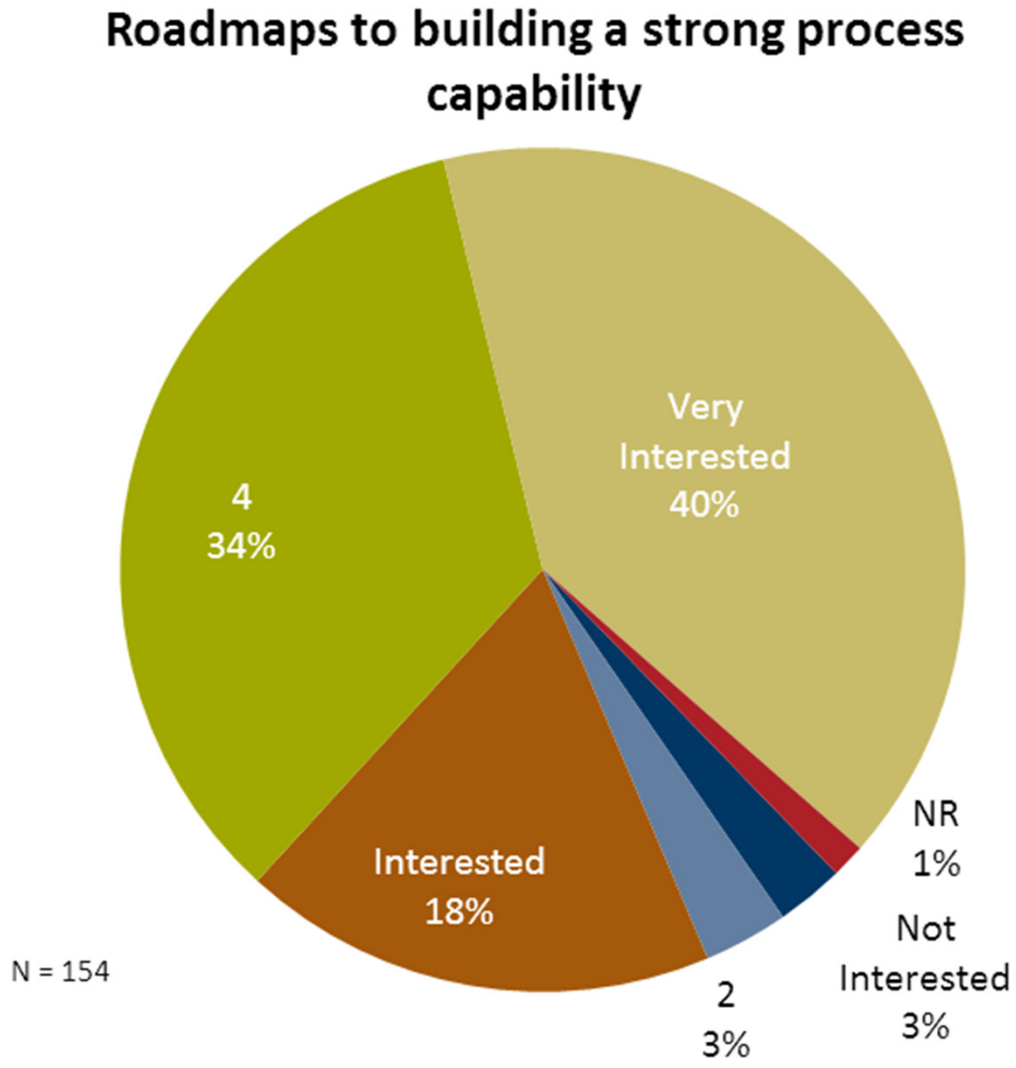
# Voice of Customer Results

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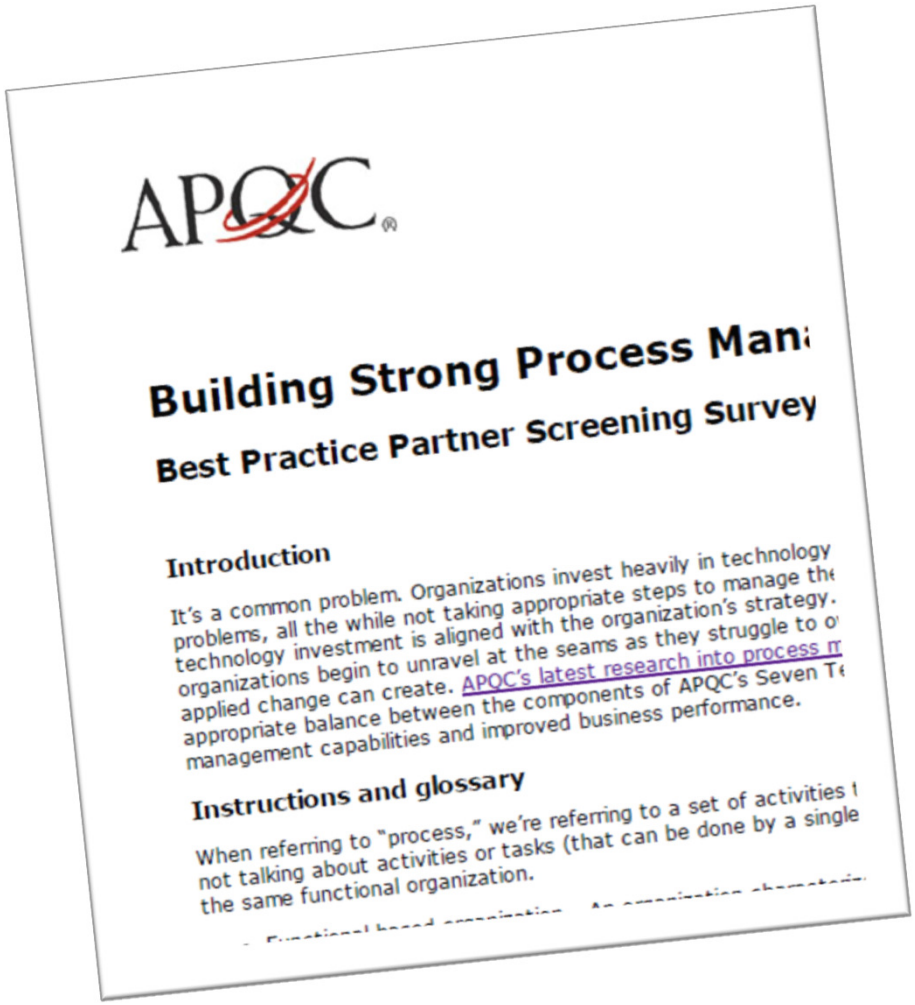
# Screening Survey



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**Building Strong Process Man**

**Best Practice Partner Screening Survey**

**Introduction**

It's a common problem. Organizations invest heavily in technology
problems, all the while not taking appropriate steps to manage the
technology investment is aligned with the organization's strategy.
organizations begin to unravel at the seams as they struggle to o
applied change can create. APQC's latest research into process m
appropriate balance between the components of APQC's Seven Te
management capabilities and improved business performance.

**Instructions and glossary**

When referring to "process," we're referring to a set of activities
not talking about activities or tasks (that can be done by a single
the same functional organization.

- Introduction
- High-level process management
- Strategic alignment
- Governance
- Change management
- Performance and maturity

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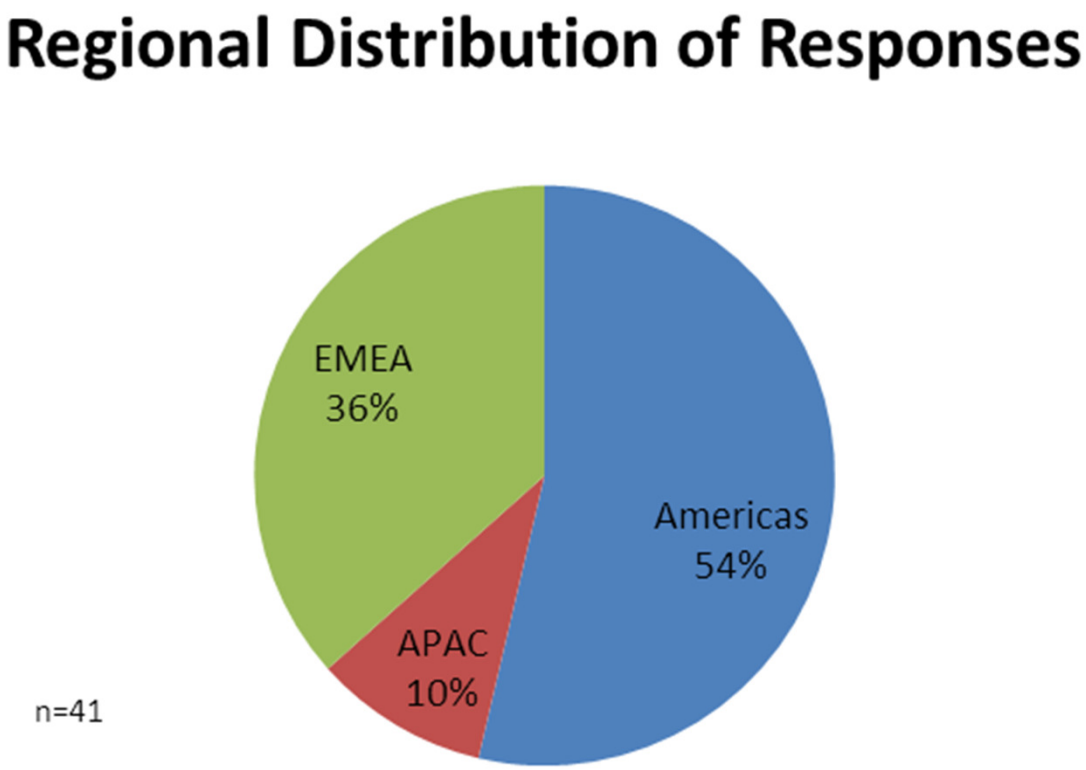
# Screening Survey Participants

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# Industry Distribution

| Row Labels | Count of UserID |
|---|---|
| Consulting/Consultants | 4 |
| Chemicals | 3 |
| Energy and Utility | 3 |
| (blank) | 3 |
| Government/Military | 2 |
| Insurance | 2 |
| Healthcare | 2 |
| Aerospace | 2 |
| Software | 2 |
| Computers | 2 |
| Education (Higher Education) | 2 |
| Financial Services/Banking | 2 |
| Security Systems | 1 |
| Advertising | 1 |
| Telecommunication | 1 |
| Architecture and Design | 1 |
| Retail/Catalog/Mail Order | 1 |
| Electronics | 1 |
| Agriculture | 1 |
| Metals | 1 |
| Textile | 1 |
| Other | 1 |
| Durable Goods | 1 |
| Petroleum/Oil/Gas | 1 |
| Grand Total | 41 |

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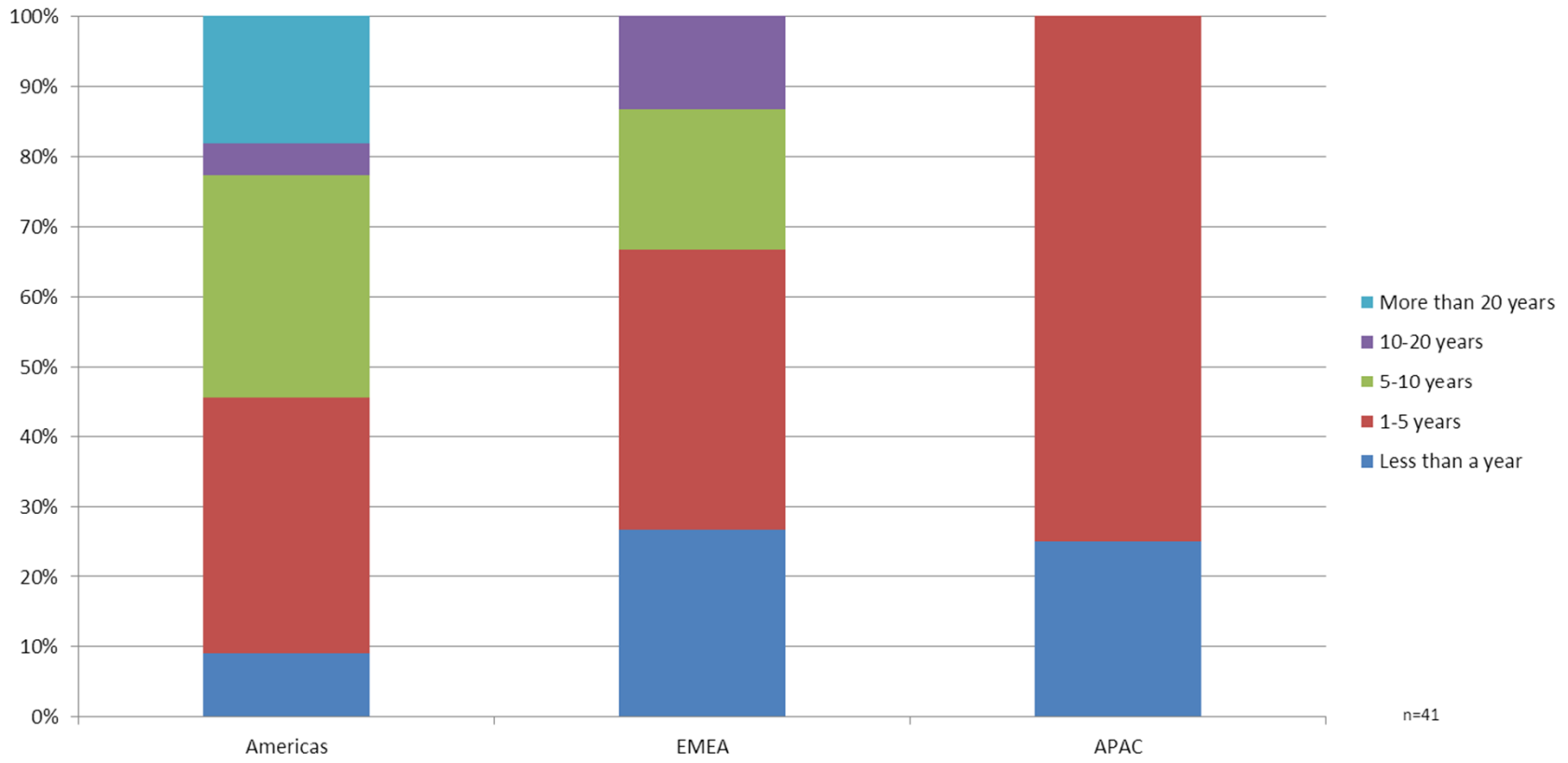
# Length of Process Orientation Experience

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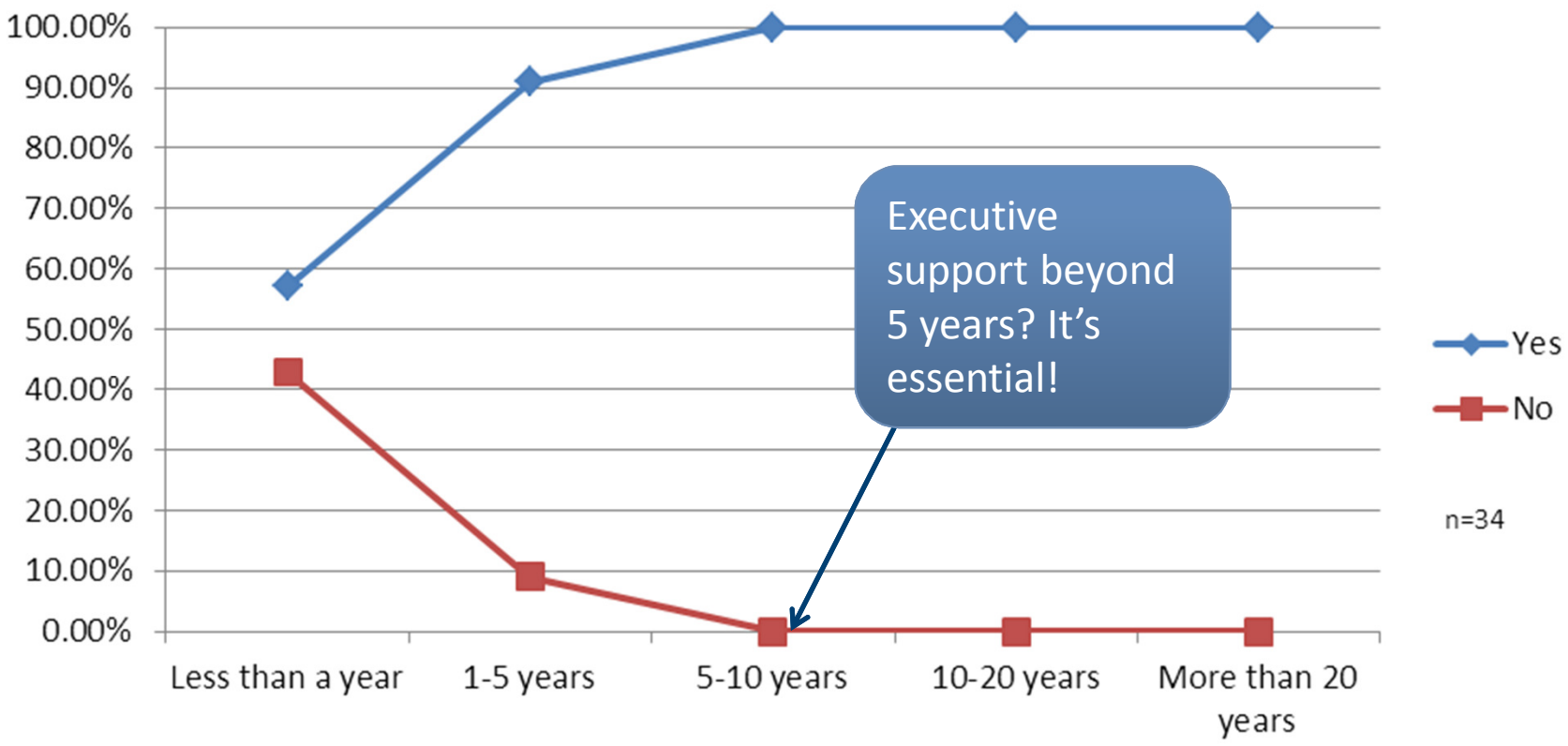
# Executive Support and Process Orientation Longevity

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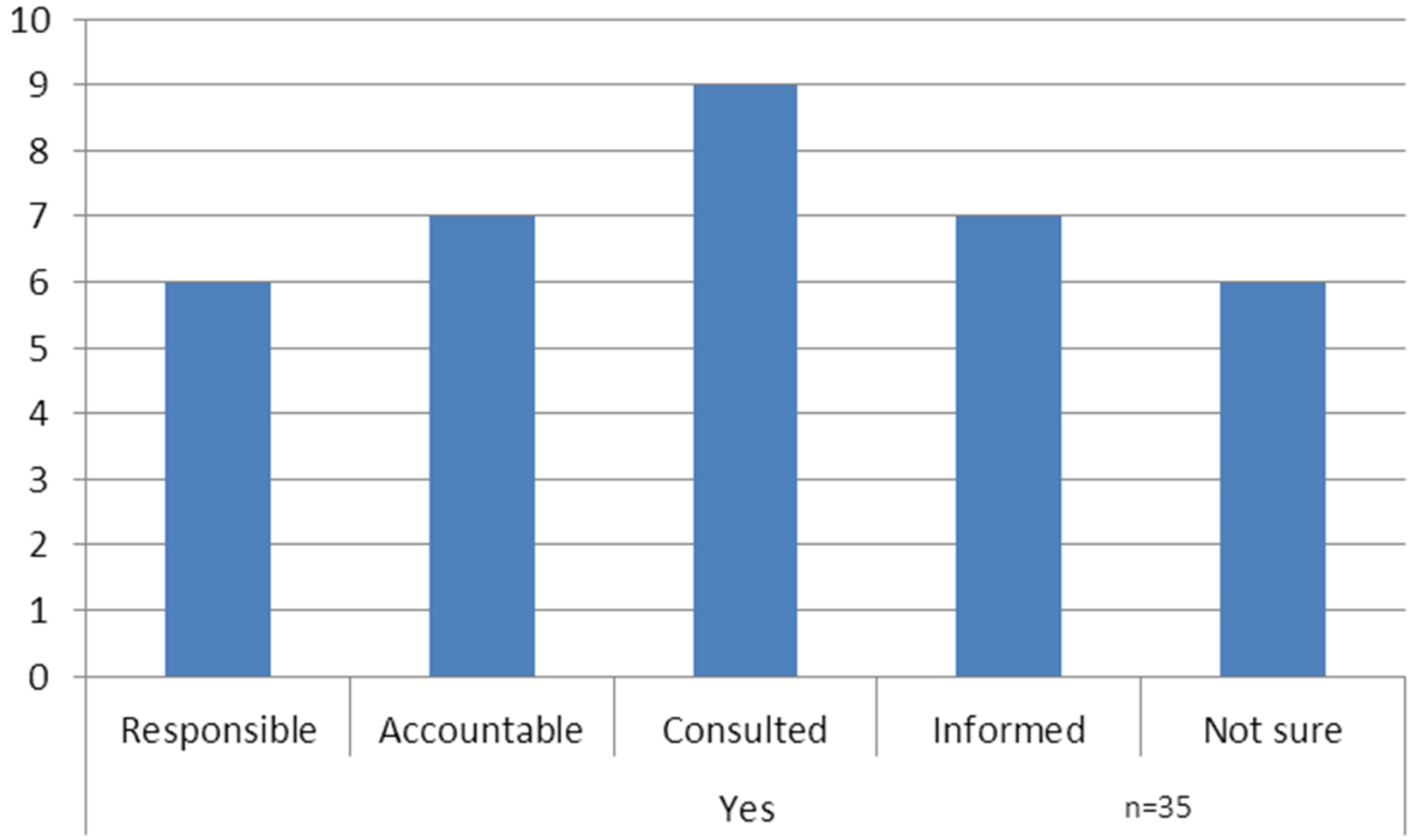
# CoE Involvement in Strategic Planning

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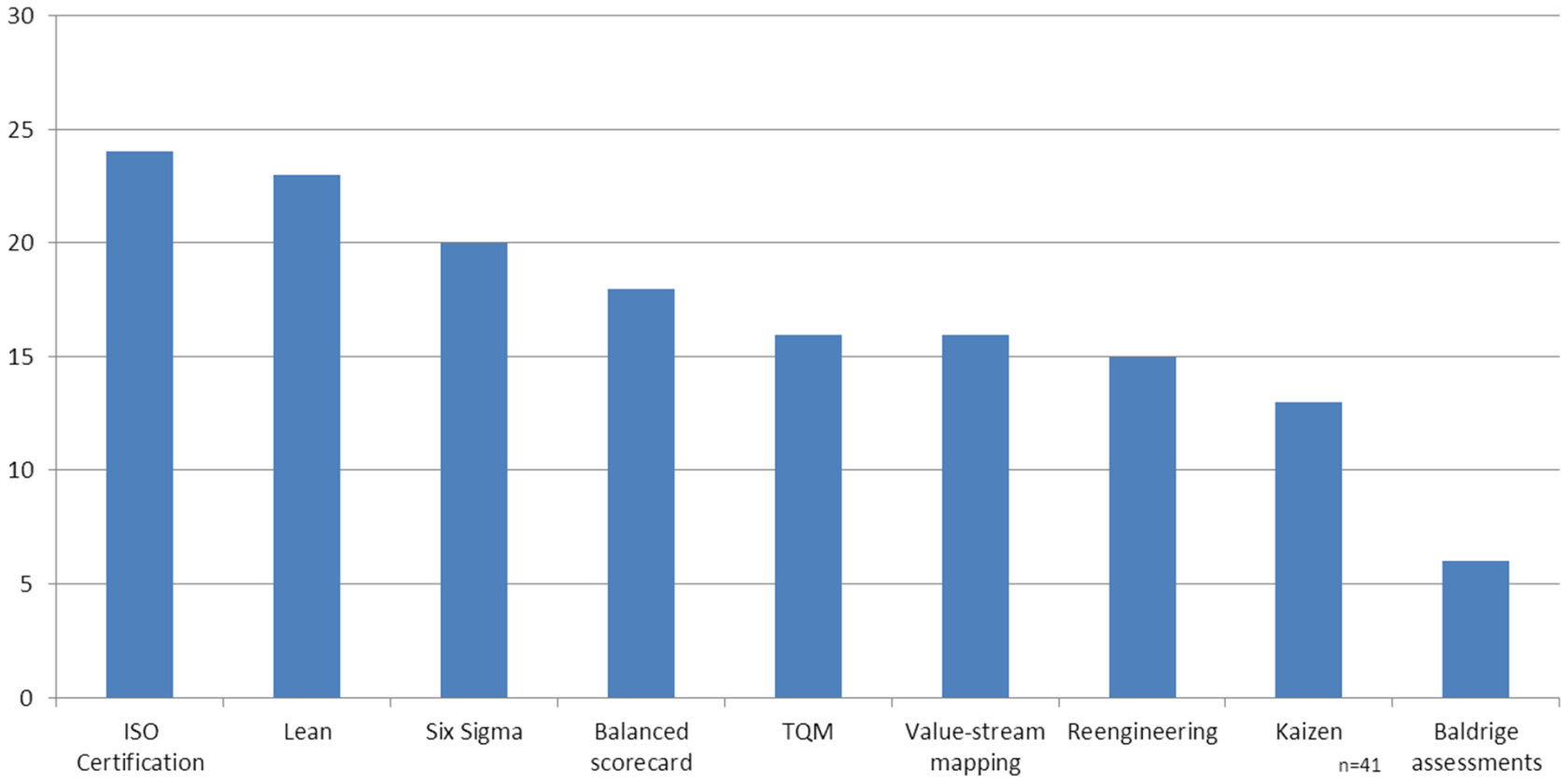
# Performance Improvement Techniques

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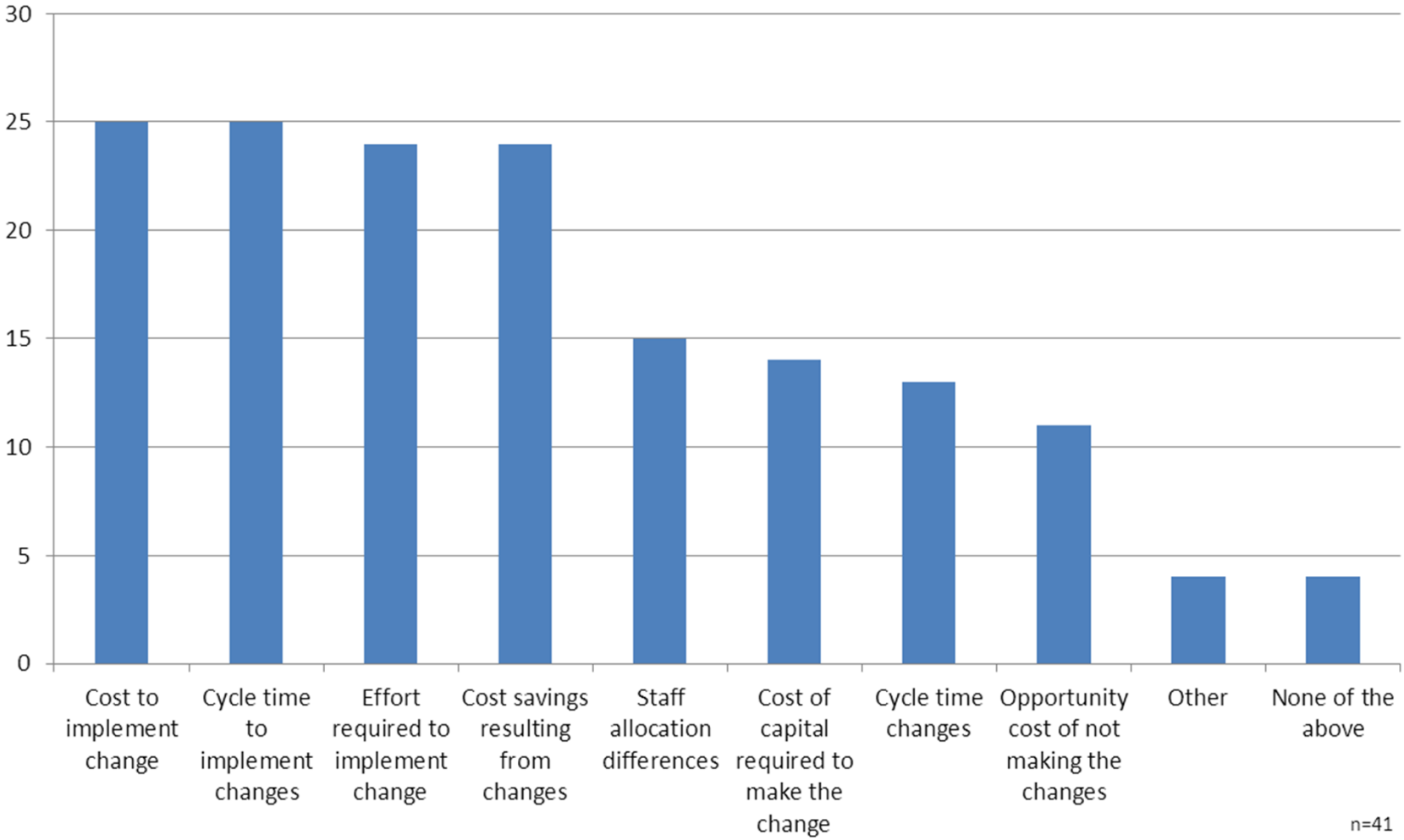
# Performance Measurement

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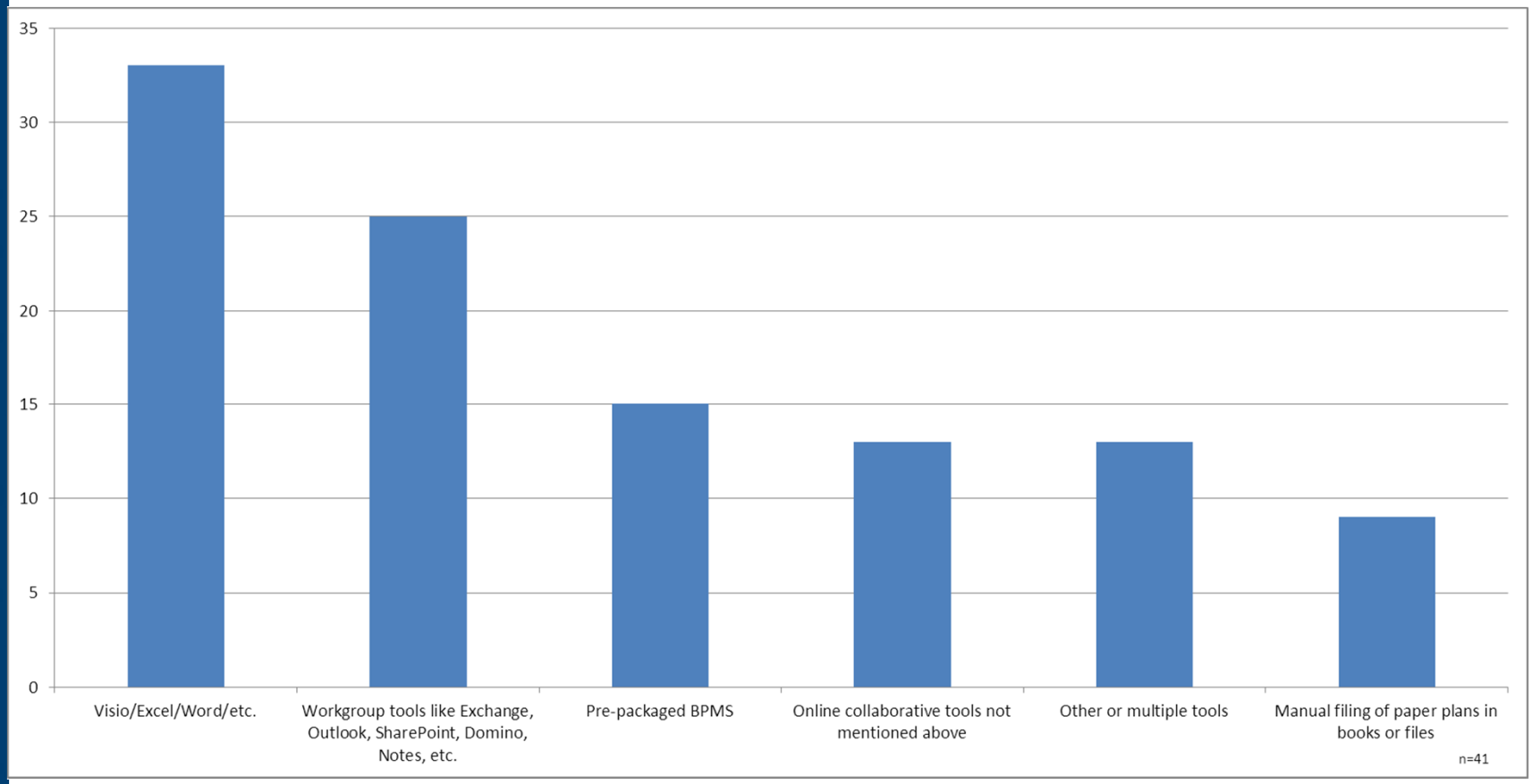
# Most organizations are using the tools around them

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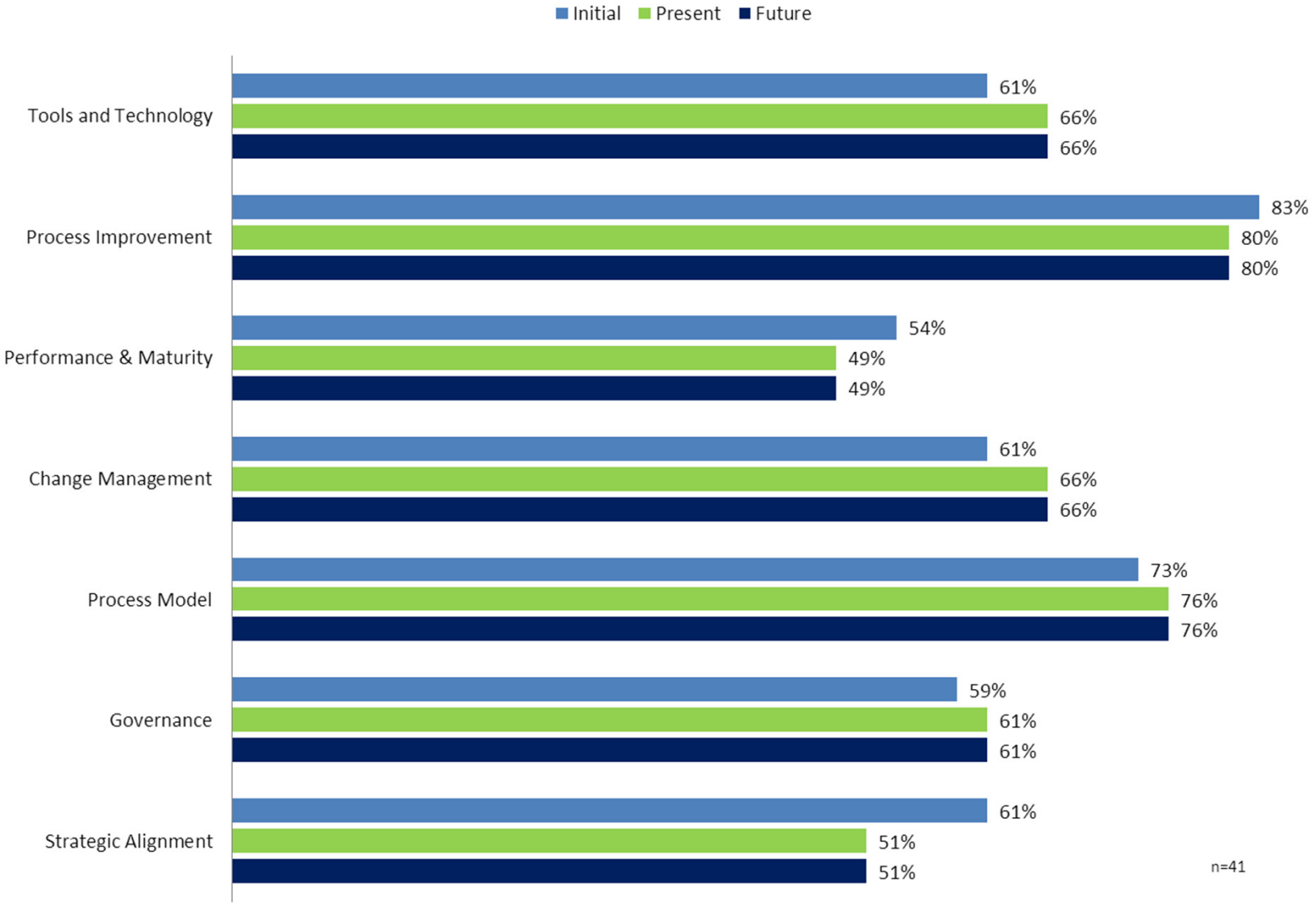
# Tenets Over Time

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# What about “old timers?”

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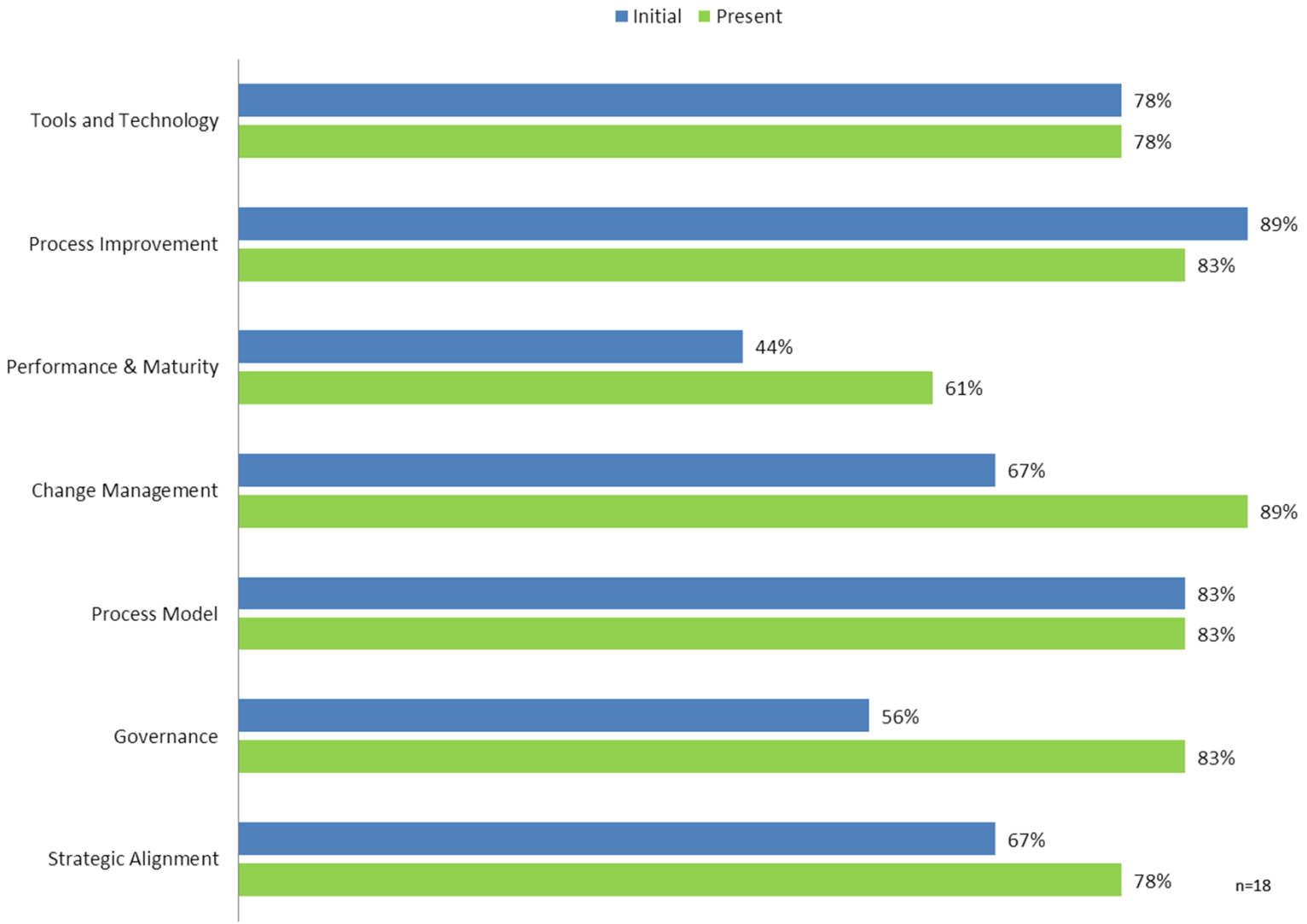
# Initial vs. Present Plans

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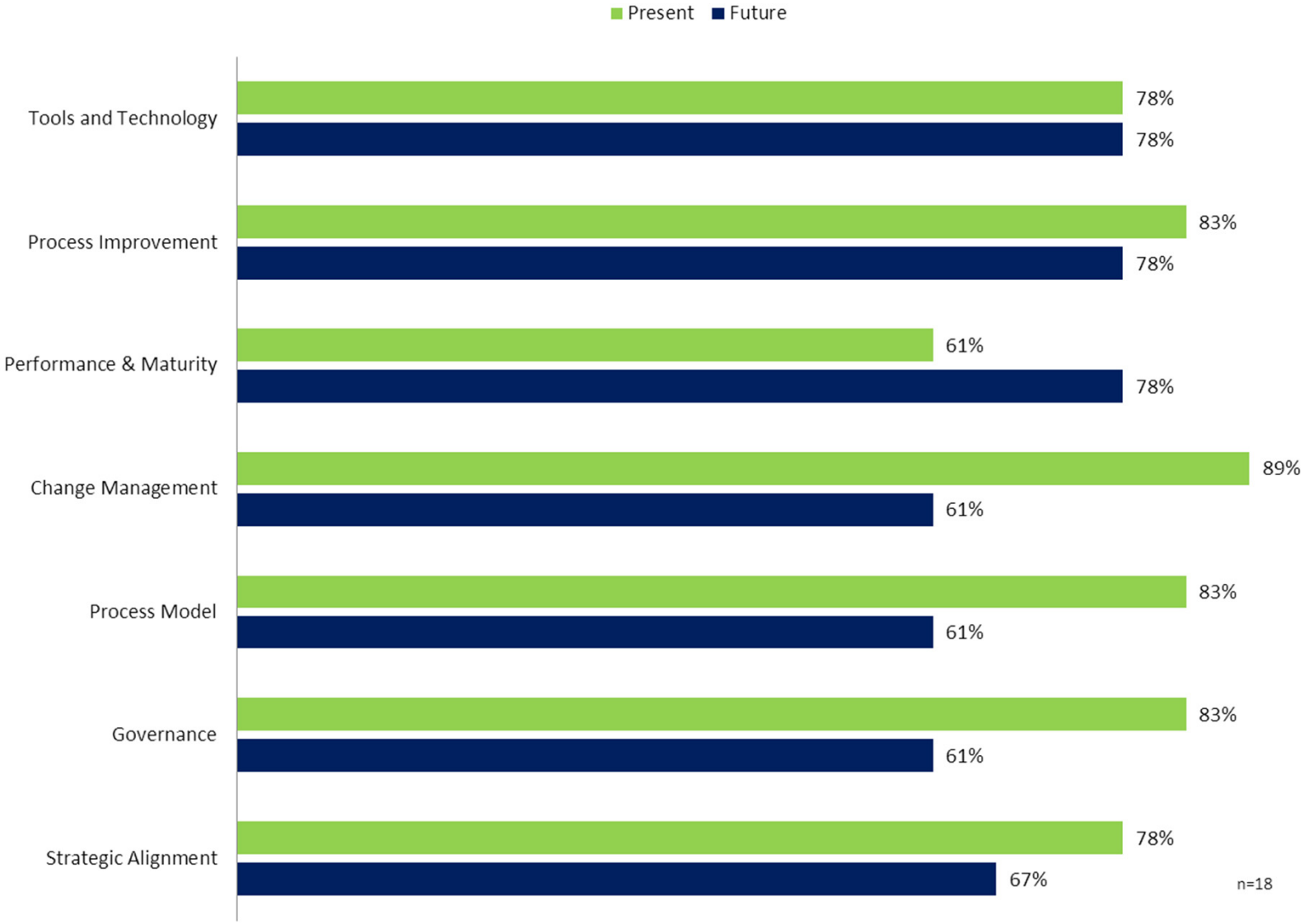
# Present vs. Future Plans

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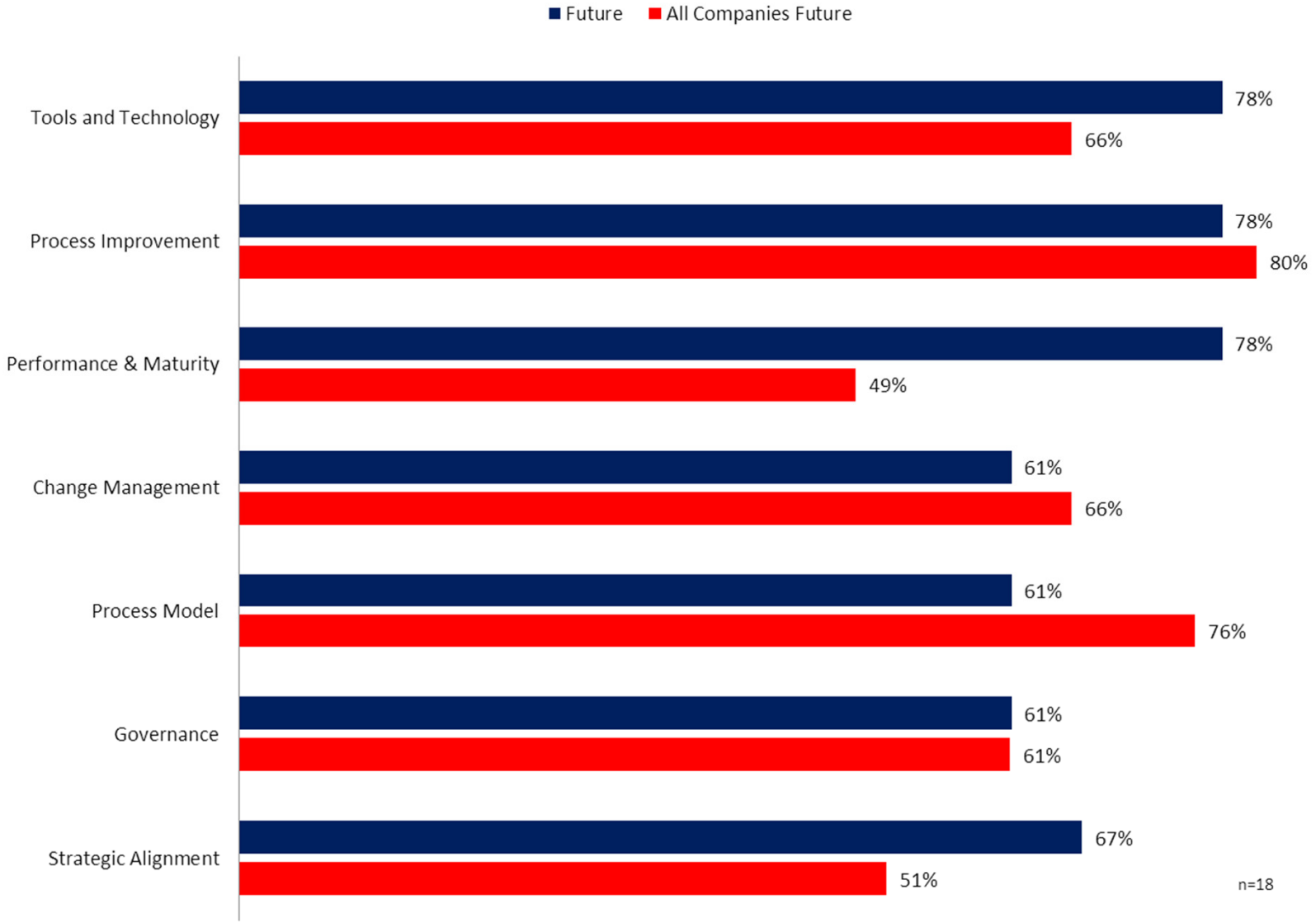
# Future vs. Future

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# Review

- Sample size is too small to draw conclusions
- Most of the maturity in this space is in North America
- Executive support is essential to longevity
- Priorities change over time, and there is an appropriate balance for each organization

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