ITScore Overview for Business Process Management

Jim Sinur, Janelle B. Hill

Gartner's ITScore maturity assessment for business process management (BPM) enables business process improvement leaders to assess the critical dimensions that are key indicators of the overall maturity of a BPM program or initiative. Enterprises should use this research to understand their current maturity levels, to assess where improvements would add value and to plan for such improvements.

Key Findings

- BPM enables significant benefit streams; however, lack of maturity may place constraints on its effectiveness and business value to an organization.
- BPM maturity is multidimensional. We have identified six dimension categories: organization and culture, process competencies, methodologies, technology and architecture, metrics and measures, and governance.
- This assessment defines five maturity levels: process-aware, coordinated process, cross-boundary process management, goal-driven processes, and optimized processes.
- Increasing an enterprise's level of BPM maturity involves significant cultural change with the experiences at each level needed to prepare the ground for improvement.
- This progression takes some years, with enterprises needing to step through each level in turn. It is not advised to skip levels.

Recommendations

- Use Gartner's maturity assessment to measure your enterprise's level of BPM maturity.
- Use the results of that assessment to create realistic goals and expectations.
- Also use the assessment as a framework for long-term planning of your BPM program.
ANALYSIS

This analysis lays out the basic concepts of Gartner's ITScore maturity assessment for BPM, provides a brief description of each maturity level and describes the six dimensions we use to assess an organization's processes.

BPM programs generally want to fully realize the promise of significantly improved business performance via process management in support of the business strategy. The maturity model guides organizations to this end goal while collecting tactical benefits along the way to higher maturity levels. A key indicator of BPM success is the maturity of the program. Here, we discuss the dimensions that influence the maturity of a BPM program and, hence, the success of that program. Be aware, however, that the attainment of Level 5, the highest level, may not be appropriate or desirable for every enterprise nor every process; this depends on industry and enterprise strategy. Also, maturity can vary across the organization at the same point in time. Organizations that invest early in establishing process owners, solid governance structures, a process topology and process champions will progress faster than organizations that let these evolve slowly.

The maturity classifications and dimensions described here have been implemented in a formal assessment tool. Our maturity assessment for BPM is a diagnostic tool used to:

- Describe key indicators that successful BPM programs exhibit
- Benchmark against best practices
- Identify the key constraints that inhibit process success
- Determine the target BPM program maturity for the next iteration of the continuous improvement cycle
- Focus BPM program development efforts on the highest-value activities

The Assessment Has Five Defined Levels of Maturity

Gartner has defined these levels of BPM maturity (see Figure 1):

- **Level 1: Process-Aware** — No formal BPM program is in place, or a BPM program is just getting started. At this level of maturity, business buy-in and the ability to balance competing interests in the enterprise are, at best, rudimentary. BPM work is usually a collaborative effort between business organizations and the IT organization, typically around modeling, monitoring and measurement activities. The benefits here are aimed at common understanding, and identifying low-hanging fruit for business and IT to quickly seek.

- **Level 2: Coordinated Process** — This level is focused on gleaning optimal benefits out of individual processes, and can be mined for improvements on an ongoing basis. This is where organizations get hooked on BPM and want to create optimum BPM programs. A BPM program is initiated, but is not working to an acceptable level due to weaknesses in several dimensions of maturity. The BPM program, at this level, is characterized by limited focused project success driving toward larger impacts. For enterprises at this level, the BPM program is struggling to become successful on a significant scope and is inhibited by a lack of maturity in multiple key aspects of the program.

- **Level 3: Cross-Boundary Process Management** — The bigger benefits occur in wider scopes and on a larger scale, leading organizations to more "end-to-end" processes
where the impact of a BPM program can be greater. A BPM program is in place and delivering value to the business. Companies at this level have many of the basics right. There are efforts aimed at cross-functional processes. However, they have not put repeatable and managed disciplines in place to ensure long-term success and to balance competing interests.

- **Level 4: Goal-Driven Processes** — The BPM program is delivering value and is repeatable. The program in enterprises at this level is running like a “well-oiled machine” and consistently has a positive impact on the organization, and processes are linked to desirable outcomes at many levels. This is where the agility of processes and effective change management is heavily leveraged.

- **Level 5: Optimized Processes** — This level indicates that a company has achieved a high level of maturity. This is where processes can attain desirable outcomes, balancing multiple conflicting goals while creatively leveraging processes for competitive advantage and a recognizable reputation for process excellence. Today, few enterprises have reached this level of BPM commitment in the business and the IT organization, because many years of experience are needed to achieve the necessary cultural changes. This is where business agility is more directly tied to process agility.
Assessment Is Based on Performance Against Major Discipline Categories

As the organization progresses through each phase of maturity, the alignment of its business dimensions must also evolve. Leading organizations take a balanced approach to managing these six maturity dimensions. Managed together, they represent the framework from which BPM competencies are built. The six discipline categories are:

- **Organization and Culture**: This is the continual tight linkage of organizational value to its diverse stakeholders, enabled by organizational design and development within the existing corporate culture, thus establishing the appropriate organizational behavior and a pace of change that matches the needs of the business.

- **Process Competencies**: Collective values and beliefs shape process-related attitudes and behaviors, as well as the roles and competencies needed in every process.
management initiative. This includes the necessary skills, education and training necessary to launch and move forward with BPM.

- **Methodologies:** These approaches and techniques support and enable consistent process actions and outcomes in every aspect of the business, enabling success with process efforts on a wider scope and scale.

- **Technology and Architecture:** These are the software, hardware and information management systems and architectures that enable and support the process activities necessary to enable successful process momentum. Matching the right technologies to the maturity level is essential for long-term success.

- **Metrics and Measures:** These are the key performance indicators necessary to determine the success of a process and its contribution toward desired organizational goals and outcomes. These range from simple tolerances to key performance indicators that are tied to organizational success.

- **Governance:** This is the relevant and transparent accountability, decision making and reward processes to guide actions, as well as the leadership styles that shape governance execution.

### How to Use the Assessment

Gartner’s BPM maturity assessment tool provides a baseline for determining BPM maturity in your organization. It also provides insights into areas of weakness and opportunities for improvement. The tool can be used to benchmark your program against your industry, or the state of BPM practice across industries and around the world.

Understanding a BPM program’s maturity level is of little use unless it is a starting point for change. Enterprises should adopt these steps to improve the maturity of their BPM programs:

- **Plan improvements.** Improvement planning identifies the gaps between the current and the desired future states, and the transformation steps that are required to fill these gaps. The program improvement plan must define the improvement projects that will be undertaken to fulfill the plan. The improvement charter defines the necessary details (for example, scope, objectives, deliverables, resources, costs and schedule) needed to initiate the improvement project.

- **Execute improvements.** Having a guide while executing the BPM improvement will be invaluable in making decisions that aim at a higher maturity level. In the heat of delivering better processes, the plans for filling the gaps are a reminder of the larger goal of achieving greater BPM maturity.

- **Continuously improve the BPM program.** As with other key activities, a continuous improvement program should be put in place for BPM (see Figure 2). Gartner recommends reviewing BPM maturity and improvement goals on at least an annual basis.
Enterprises should understand their current maturity levels and use this as a foundation to increase BPM program maturity. Achieving higher levels of maturity is not an end in itself; rather, higher BPM maturity will lead to improvements in the strategic alignment of business results and business processes. Also, an understanding of the current level of BPM maturity enables organizations to recognize how this maturity level constrains what can be achieved, and to set expectations accordingly. For example, many BPM teams find it difficult to garner BPM support and understanding from senior executives. Without this support, however, the program’s leaders will be unable to determine appropriate priorities and trade-offs, which will lead to suboptimal support for the business strategy and outcomes.

**Summary of Changes Made Since the Previous BPM Maturity Assessment**

New features introduced with the 2010 Maturity Assessment for BPM — and changes from the prior version published in 2008 (see "Maturity Assessment for Business Process Improvement Leaders: Six Phases for Successful BPM Adoption") — are summarized here.

The new model can be used individually to get scores and results for the BPM organization (such as a BPCC) on its own, or it can be selected as one of multiple roles that contribute to an Enterprise Maturity Assessment.

The prior model had six levels, which have been consolidated into five levels in the latest version. For this new version, the original bottom two phases have been combined into a single Level 1. The names of the five levels have been changed as well.

The prior model assessed maturity based on five business characteristics: governance and decision making, methods and techniques, organizational behavior, technology, and workforce. In the new version, these are now called dimensions, and a sixth one has been added — metrics and measures. The names of the other five have been modified as well.
Several refinements and clarifications have been made to all the dimensions, as well as to the five maturity levels, based on new research and client feedback.

**RECOMMENDED READING**

"Toolkit: A Guide for Conducting Executive Interviews for BPM"
"Toolkit: Selling BPM to Your Organization"
"Starting Up the Business Process Competency Center"

**Evidence**

1 “Toolkit: First 100 Days of the BP Director”
2 “Toolkit: Selling BPM to Your Organization”

**REGIONAL HEADQUARTERS**

**Corporate Headquarters**
56 Top Gallant Road
Stamford, CT 06902-7700
U.S.A.
+1 203 964 0096

**European Headquarters**
Tamesis
The Gianty
Egham
Surrey, TW20 9AW
UNITED KINGDOM
+44 1784 431611

**Asia/Pacific Headquarters**
Gartner Australasia Pty. Ltd.
Level 9, 141 Walker Street
North Sydney
New South Wales 2060
AUSTRALIA
+61 2 9459 4600

**Japan Headquarters**
Gartner Japan Ltd.
Aobadai Hills, 6F
7-7, Aobadai, 4-chome
Meguro-ku, Tokyo 153-0042
JAPAN
+81 3 3481 3670

**Latin America Headquarters**
Gartner do Brazil
Av. das Nações Unidas, 12551
9° andar—World Trade Center
04578-903—São Paulo SP
BRAZIL
+55 11 3443 1509