

**AN ASSESSMENT TOOL FOR MEASURING
BUSINESS PROCESS MANAGEMENT
AS A CORE CAPABILITY IN AN ORGANIZATION**

ADRIANA ISABELLA VAN DER WESTHUIZEN
24331547

Submitted in partial fulfilment of the requirements for the degree

PhD: ORGANIZATIONAL BEHAVIOUR in the DEPARTMENT OF HUMAN RESOURCES
MANAGEMENT, FACULTY ECONOMIC AND MANAGEMENT SCIENCES

University of Pretoria

SUPERVISOR: Prof. C. Hoole

CO-SUPERVISOR: Dr. Yvonne du Plessis

APRIL 2008

DECLARATION

I, Adriana Isabella van der Westhuizen, declare that the thesis, “An assessment tool for measuring business process management as a core capability in an organization” which I hereby submit for the degree PhD: Organizational Behaviour in the Department of Human Resources Management, Faculty Economic and Management Sciences, at the University of Pretoria, is my own work and has not previously been submitted by me for a degree at this or any other tertiary institution.

I, Adriana Isabella van der Westhuizen, declare that the thesis was language edited by Jody Boshoff, BA Literature, BA Languages, and Signa Evans, professional proofreader, Media in Africa (Pty) Ltd.

ADRIANA ISABELLA VAN DER WESTHUIZEN

29 APRIL 2008

ACKNOWLEDGEMENTS

A study of this magnitude is sparked by the researcher's conviction in his or her own ability, but to finish it needs the conviction, support and encouragement of loved ones, colleagues and friends – no one person can achieve this alone.

My sincere gratitude and appreciation to the following for their support and understanding:

Our heavenly Father who blessed me with the abilities to achieve this and fellow humans that believed in those abilities.

The University of Pretoria that afforded me the opportunity to partake in this wonderful degree that has enriched me to such an extent.

My Supervisor Professor Crystal Hoole, who supported me and offered advice and assistance when I needed it most.

My Co-supervisor Doctor Yvonne du Plessis for her encouragement and support.

Ms. Rina Owen from the University of Pretoria who assisted me in difficult circumstances to perform the statistical analysis needed when I was out of the country.

My colleagues, fellow students and participants who unselfishly assisted me with the questionnaires, interviews and discussions – sincere appreciation for the time availed to my studies.

My children and grandson who never ceased to support me and never lost confidence in my ability to complete the study.

Nelce for the long hours she spent with the final lay-out of the document.

Lizelle for all her understanding, encouragement and unconditional support over the past years.

TABLE OF CONTENTS

Declaration	ii
Acknowledgements	iii
Index	iv
List of Figures	viii
List of Tables	ix
Abstract	xii

INDEX

Chapter 1

1.1	INTRODUCTION	1
1.2	THE RESEARCH PROBLEM AND ITS SIGNIFICANCE	3
1.3	SCOPE OF RESEARCH	6
1.4	THE OBJECTIVE OF THE RESEARCH	7
1.5	CONTRIBUTION OF THE STUDY	8
1.6	RESEARCH PROCESS AND METHODOLOGY	8
1.7	CHAPTER LAYOUT OF THE REPORT	11

Chapter 2

2.1	INTRODUCTION	15
2.2	DEFINING OF KEY CONCEPTS	16
2.2.1	Definition of Critical Core Capabilities	16
2.2.2	Definition of Criteria	17
2.2.3	Definition of Critical Success Factors	17
2.2.4	Definition of Business Process Management	17
2.3	BUSINESS PROCESS MANAGEMENT AS A CRITICAL CORE CAPABILITY	18
2.3.1	Management	18
2.3.2	Business Process Management Philosophy	19
2.3.3	Conclusion on Business Process Management Philosophy	21
2.3.4	BPM Philosophy-related Critical Success Factors	22
2.4	MANAGEMENT PRINCIPLES WITHIN PERFORMANCE ENABLERS	22
2.4.1	Introduction	22
2.4.2	Business Process Reengineering	23
2.4.3	Total Quality Management	24
2.4.4	Six Sigma	27
2.4.5	Lean Six Sigma	27
2.4.6	Literature-related Critical Success Factors: Performance Enablers	28
2.4.7	Combined Critical Success Factors for BPM as a Philosophy and Management Tool	29
2.4.8	The Proposed BPMCAM	29
2.5	STRATEGY AND STRATEGIC MANAGEMENT	30
2.5.1	Critical Success Factors specific to Strategy	31
2.6	GOVERNANCE	31
2.6.1	Critical Success Factors specific to Governance	32

2.7	ENTERPRISE ARCHITECTURE.....	32
2.7.1	Infrastructure.....	34
2.7.1.1	Roles, Responsibilities, Competencies and Skills.....	36
2.7.1.2	Management/Leadership	37
2.7.1.3	Steering Committees.....	38
2.7.1.4	Process Ownership	39
2.7.1.5	Process Custodianship or Administratorship	40
2.7.1.6	Business Process Analysts, Process Engineers.....	41
2.7.1.7	Project Teams	42
2.7.1.8	External Consultants	43
2.7.1.9	Stakeholders	44
2.7.1.10	Roles and Responsibilities specific to Business Process Management	45
2.7.1.11	Policies, Procedures and Rules	47
2.7.1.12	Management of People.....	48
2.7.1.12.1	Training of Staff Complement	49
2.7.1.12.2	Measurement/Appraisal of Staff Complement	50
2.7.1.12.3	Rewarding and remunerating Staff Complement	51
2.7.1.13	Communication.....	52
2.7.1.14	Perceptiveness to Change	53
2.7.1.15	Critical Success Factors applying to Enterprise Architecture.....	53
2.7.2	Process Architecture.....	56
2.7.2.1	Process.....	56
2.7.2.2	Characteristics of Processes	58
2.7.2.3	Process Classification	59
2.7.2.4	Process Taxonomy.....	60
2.7.2.4.1	Value Chain Taxonomy	61
2.7.2.4.2.	Functional Taxonomy	62
2.7.2.4.3	Product Life Cycle Taxonomy	62
2.7.2.4.4	Process Decomposition	63
2.7.2.4.5	Process Levels.....	64
2.7.2.4.5.1	Enterprise level.....	64
2.7.2.4.5.2	Main or end-to-end value chain process level.....	64
2.7.2.4.5.3	Sub-process level	65
2.7.2.4.5.4	Activity level	65
2.7.2.4.5.5	Task level	65
2.7.2.4.6	Process Modeling/Mapping.....	65
2.7.2.4.6.1	Types of process models/maps.....	66
2.7.2.4.7	Standards of Process Models/Maps.....	67
2.7.2.4.7.1	Naming conventions	67
2.7.2.4.7.2	Language- and spelling rules.....	68
2.7.2.4.8	Process Goals.....	68
2.7.2.4.9	Quality Control on Process Maps	69
2.7.2.4.10	Change Control and Version Control	70
2.7.2.4.11	Critical Success Factors applying to: Process Architecture.....	70
2.7.3	Systems and Information Architecture.....	71

2.7.3.1	Process Modeling Software Packages/Tools	72
2.7.3.2	Business Process Automation	73
2.7.3.3	Process Repository	73
2.7.3.4	Links to other Systems.....	73
2.7.3.5	Publishing	73
2.7.3.6	Change Control	74
2.7.3.7	Critical Success Factors: Systems and Information Architecture.....	75
2.8	OPTIMIZATION	75
2.8.1	Process Improvement	76
2.8.1.1	Business Process Management: Process Improvement Perspective	76
2.8.1.2	Improvement Identification	79
2.8.1.3	Process Improvement Methodologies	79
2.8.1.3.1	Business Process Reengineering	82
2.8.1.3.2	Business Process Redesign	83
2.8.1.3.3	Continuous Process Improvement.....	83
2.8.1.3.4	Total Quality Management	83
2.8.1.3.5	Continuous Quality Improvement.....	84
2.8.1.3.6	Just-in-Time.....	84
2.8.1.3.7	Six Sigma.....	84
2.8.1.3.8	ISO 9000	85
2.8.1.3.9	Service Level Agreements	85
2.8.1.3.10	Staffing models and capacity planning	86
2.8.1.4	Process Improvement Model/Approach	86
2.8.1.5	Analysis Techniques	89
2.8.1.5.1	Observation and Interviewing	89
2.8.1.5.2	Performance Analysis.....	89
2.8.1.6	Process Improvement Techniques.....	90
2.8.1.7	Project Management Principles	90
2.8.1.8	Risk Management	91
2.8.2	Critical Success Factors Specific to Process Improvement	91
2.9	PROCESS REVIEW CYCLE	92
2.9.1	Review during Process Improvement or Development Cycle	92
2.9.2	Review during the Operational Cycle	93
2.9.3	Critical Success Factors Specific to Process Review Cycle	94
2.10	STANDARDS AND MEASUREMENT	94
2.10.1	Standards	95
2.10.2	Measurement	95
2.10.2.1	Measurement Techniques	96
2.10.2.1.1	Balanced Scorecard.....	96
2.10.2.1.2	Benchmarking.....	97
2.10.2.1.3	Conformance to standards.....	97
2.10.2.1.4	Fitness for purpose	97
2.10.2.1.5	Process time measures	97
2.10.2.1.6	Process costs	98
2.10.2.1.7	Customer satisfaction	98

2.10.2.1.8	Supplier relationships	99
2.10.2.1.9	Reaching process goal.....	99
2.10.2.1.10	Quality.....	99
2.10.2.2	Responsibility for Measurement and Control.....	100
2.10.2.3	Critical Success Factors applying to: Standards and Measures	100
2.11	ASSESSMENT MODELS.....	100
2.11.1	Excellence Models	101
2.11.2	Self-assessment.....	102
2.11.2.1	Self-assessment Process	102
2.11.2.1.1	Reasons for self-assessment	107
2.11.2.1.2	Approaches to self-assessment	107
2.11.2.2	Benefits of self-assessment.....	108
2.11.2.3	Conclusion: Excellence Models	109
2.11.2.4	Critical Success Factors: specific to Excellence Models	109
2.12	SHORTCOMINGS AND LIMITATIONS OF PREVIOUS RESEARCH.....	109
2.13	CONCLUSION	110
 Chapter 3		
3.1	INTRODUCTION	113
3.2	THEORETICAL FRAMEWORK	113
3.2.1	Research Process	114
3.3	RESEARCH DESIGN AND METHODOLOGY: CONCEPT	115
3.3.1	Qualitative Research.....	117
3.3.1.1	Exploratory Study – Step 1.....	117
3.3.1.2	Descriptive Study – Step 2.....	119
3.3.1.3	The Literature Review Step 3 and 4.....	119
3.3.2	The Empirical Phase: Participants and Sampling	121
3.3.3	Evaluation of Content Validity of Model – Step 5.....	122
3.3.4	Development of the BPMCAM – Scale Development – Step 6.....	122
3.3.5	Testing of the BPMCAM via Survey Questionnaire	127
3.3.6	Finalize Thesis and Feedback.....	128
3.4	CONCLUSION	128
 Chapter 4		
4.1	INTRODUCTION	129
4.2	RESULTS AND FINDINGS.....	129
4.2.1	Verification of Content Validity of BPMCAMs, Criteria and Critical Success Factors.....	130
4.2.2	BPMCAM Development – Scale Development	141
4.2.2.1	Item Analysis.....	143
4.2.2.2	Factor Analysis	148
4.2.2.2.1	Factor Analysis on total items set of 93 Items	149
4.2.2.2.2	Factor Analysis on: 7 predetermined criteria of 93 items.....	164
4.2.2.2.2.1	Factor Analysis on Criteria: Strategy Formulation.....	165

4.2.2.2.2	Factor Analysis on Criteria: Structure, roles, responsibilities, policies, procedures and people management.....	166
4.2.2.2.3	Factor Analysis on Criteria: Process Architecture.....	170
4.2.2.2.4	Factor Analysis on Criteria: Systems and information architecture	171
4.2.2.2.5	Factor Analysis on Criteria: Optimizing and improving current business processes.....	173
4.2.2.2.6	Factor Analysis on Criteria: Continuous improvement of business processes	174
4.2.2.2.7	Factor Analysis on Criteria: Assess business processes against appropriate standards.....	176
4.2.2.3	Summary on EFA	177
4.2.2.4	Final Item Analysis.....	178
4.2.3	Testing the BPMCAM.....	181
4.3	CONCLUSION	186

Chapter 5

5.1	INTRODUCTION	189
5.2	CONCLUSION ON ANSWERS TO RESEARCH QUESTIONS.....	190
5.3	VERIFICATION OF THE BPMCAM BY EXPERTS.....	193
5.4	CONCLUSION AND ANSWERS TO THE PRIMARY OBJECTIVE OF THE BPMCAM.....	193
5.5	LIMITATIONS OF THE PRESENT STUDY	194
5.6	CONTRIBUTIONS OF THE PRESENT STUDY.....	195
5.7	RECOMMENDATIONS FOR FURTHER RESEARCH	195
5.8	CONCLUSION	196

LIST OF REFERENCES.....	197
--------------------------------	------------

LIST OF ANNEXURES

ANNEXURE “A”	204
ANNEXURE “B”	215
ANNEXURE “C”	225

LIST OF FIGURES

Figure 1.1	Star Model Framework.....	3
Figure 1.2	BPMCAM Model	7
Figure 1.3	Research Process Model	9
Figure 1.3a	Research Process Steps.....	10
Figure 1.4	Areas of Research	11
Figure 2.1	Areas of Research.....	16
Figure 2.2	BPMCAM Model.....	29
Figure 2.3	Decomposition of the Criteria Enterprise Architecture	33
Figure 2.4	Star Model	35
Figure 2.5	Process Classification	60
Figure 2.6	Structure of Taxonomy	61
Figure 2.7	Value Chain Taxonomy	62

Figure 2.8	Example of Functional Taxonomy	62
Figure 2.9	Example of Product Life Cycle Taxonomy	63
Figure 2.10	Process Decomposition	63
Figure 2.11	Process Levels	64
Figure 2.12	Standards Checklist	69
Figure 2.13	Decomposition of Business Process Optimization	76
Figure 2.14	Cycle of Organizational Excellence	79
Figure 2.15	Process Approach – Continual Improvements of Process.....	87
Figure 2.16	Process Life Cycle Discovery.....	92
Figure 2.17	Self-assessment Model	103
Figure 3.1	Research Process Model	114
Figure 3.2	Methodological Approach used in this Research	116
Figure 3.3	Research Process Steps	117
Figure 3.4	Business Process Management Framework used in this Research.....	120
Figure 3.5	Business Process Management Model designed for this Research	121
Figure 4.1	Statistical Comparison between Organization “A” and Organization “B” compared to the BPMCAM 100% profile	184
Figure 4.2	Statistical Comparison between Business Units of Organization “A” and Organization “B” compared to the BPMCAM’ 100% profile	186
Figure 4.3	Statistical Comparison between Business Units of Organization “A” and the BPMCAM’ 100% profile	186

LIST OF TABLES

Table 4.1	Biographical Information on Expert Group – sample group (N = 64) (Content Validity)	130
Table 4.2	Content Validity of Business Process Management Criteria, Critical Success Factors and Guiding Principles as perceived by experts currently operating in the Business Process Management environment	132
Table 4.3	Biographical Information on Expert Group – sample group (N = 313) (BPMCAM Development)	141
Table 4.4	Number of items within the seven identified criteria	143
Table 4.5	Item Analysis per “Strategy formulation and governance” – Criteria “A”	144
Table 4.6	Item Analysis per “Structure, roles, responsibilities, policies, procedures and people management” – Criteria “B”	144
Table 4.7	Item Analysis per “Managing and maintaining the process architecture” – Criteria “C”	145
Table 4.8	Item Analysis per “Managing and maintaining the systems and information architecture” – Criteria “D”	146
Table 4.9	Item Analysis per “Optimization and improvement of current business processes” – Criteria “E”	146
Table 4.10	Item Analysis per “Continuous improvement of business processes” – Criteria “F”	147
Table 4.11	Item Analysis per “Assessment of business processes against appropriate standards” – Criteria – “G”	147

Table 4.12	Descriptive scale statistics for Business Process Management overall	147
Table 4.13	Scale inter-correlations between criteria	148
Table 4.14	Eigenvalues and % variance for 93 items (N = 313)	150
Table 4.15	Sorted rotated factor loadings on 93 items on 7 factors for all 93 items (N = 313)	150
Table 4.16	Eigenvalues and % variance for 73 items (N = 313)	153
Table 4.17	Sorted rotated factor loadings on 73 items on 7 Factors (N = 313).....	153
Table 4.18	Eigenvalues and % variance for 67 items (N = 313)	155
Table 4.19	Sorted rotated factor loadings on 67 items on 7 Factors (N = 313).....	155
Table 4.20	Eigenvalues and % variance for 63 items (N = 313)	158
Table 4.21	Sorted rotated factor loadings on 63 items on 5 Factors (N = 313).....	158
Table 4.22	Eigenvalues and % variance for 63 items (N = 313)	160
Table 4.23	Sorted rotated factor loadings on 63 items on 3 Factors (N = 313).....	160
Table 4.24	Eigenvalues and % variance for 63 items (N = 313)	162
Table 4.25	Sorted rotated factor loadings on 63 items on 1 Factor (N = 313)	162
Table 4.26	Eigenvalues and % variance for Criteria “Strategy Formulation” (N = 313)	165
Table 4.27	Sorted rotated factor loadings on 8 items on 2 factors for Criteria “Strategy Formulation” (N = 313).....	165
Table 4.28	Sorted rotated factor loadings after EFA on 8 items on 1 factor for Criteria “Strategy Formulation” (N = 313).....	166
Table 4.29	Eigenvalues and % variance for Criteria “Structure, roles, responsibilities, policies, procedures and people management” (N = 313).....	166
Table 4.30	Sorted rotated factor loadings on 43 items on 3 factors for Criteria “Structure, roles, responsibilities, policies, procedures and people management” (N = 313).....	167
Table 4.31	Sorted rotated factor loadings on 43 items on 1 factor for Criteria “Structure, roles, responsibilities, policies, procedures and people management” (N = 313).....	168
Table 4.32	Eigenvalues and % variance for Criteria “Process Architecture” (N = 313).....	170
Table 4.33	Sorted rotated factor loadings on 12 items on 2 factors for Criteria “Process Architecture” (N = 313).....	170
Table 4.34	Sorted rotated factor loadings on 12 items on 1 factor for Criteria “Process Architecture” (N = 313).....	171
Table 4.35	Eigenvalues and % variance for Criteria “Process Architecture” (N = 313).....	171
Table 4.36	Sorted rotated factor loadings on 11 items on 2 factors for Criteria “Process Architecture” (N = 313).....	172
Table 4.37	Sorted rotated factor loadings on 11 items on 1 factor for Criteria “Process Architecture” (N = 313).....	172
Table 4.38	Eigenvalues and % variance for Criteria “Optimizing and improving current business processes” (N = 313)	173
Table 4.39	Sorted rotated factor loadings on 8 items on 2 factors for Criteria “Optimizing and improving current business processes” (N = 313)	173
Table 4.40	Sorted rotated factor loadings on 8 items on 1 factor for Criteria “Optimizing and improving current business processes” (N = 313)	174

Table 4.41	Eigenvalues and % variance for Criteria “Continuous improvement of business processes” (N = 313).....	174
Table 4.42	Sorted rotated factor loadings on 5 items on 1 factor for Criteria “Continuous improvement of business processes” (N = 313).....	174
Table 4.42a	Eigenvalues and % variance for combined Criteria “Optimizing of business processes” (N = 313)	175
Table 4.42b	Sorted rotated factor loadings on 13 items on 2 factors for Criteria “Optimizing of business processes” (N = 313)	175
Table 4.42c	Sorted rotated factor loadings on 13 items on 1 factor for Criteria “Optimizing of business processes” (N = 313)	176
Table 4.43	Eigenvalues and % variance for Criteria “Assess business processes against appropriate standards” (N = 313)	176
Table 4.44	Sorted rotated factor loadings on 6 items on 1 factor for Criteria “Assess business processes against appropriate standard” (N = 313).....	177
Table 4.45	Final factor scale for the BPMCAM.....	177
Table 4.46	Final items per 6 factor scale after item and EFA on the BPMCAM	178
Table 4.47	Final Item Analysis on the “Strategy” Factor root	178
Table 4.48	Final Item Analysis on the “People and Structure” Factor root.....	179
Table 4.49	Final Item Analysis on the “Process Architecture” Factor root	180
Table 4.50	Final Item Analysis on the “Systems and Information Architecture” Factor root	180
Table 4.51	Final Item Analysis on the “Process Optimization” Factor root	180
Table 4.52	Final Item Analysis on the “Standards and Measurement” Factor root	181
Table 4.53	Descriptive statistics of the final Item Analysis in the 6-factor scale.....	181
Table 4.54	Biographical Information – Organization “A” and “B”.....	182
Table 4.55	Mann-Whitney t-test between Organizations “A” and “B”	183
Table 4.56	Mann-Whitney t-test comparing 3 Business Units in Organization “A”	184
Table 5.1	Final factor scale for the BPMCAM.....	194

ABSTRACT

AN ASSESSMENT TOOL FOR MEASURING BUSINESS PROCESS MANAGEMENT AS A CORE CAPABILITY IN AN ORGANIZATION

By

Adriana Isabella van der Westhuizen

Supervisor: Prof. C. Hoole

Co-supervisor: Dr. Yvonne du Plessis

University of Pretoria

Department of Human Resources Management

Degree: PhD Organizational Behaviour

Galbraith (1995:2) states that “organizations continuously search for more effective approaches in order to survive, to remain competitive, to maintain their operations and to grow in an ever-changing and competitive environment. To achieve sustainable business results, organizations must actively manage cost, quality, product and service features by means of their efficient and effective application of managerial and operational systems within a well-designed organizational framework.”

Porter and Tanner (2004:3) argue that “in their endeavor to remain competitive organizations have over the last few decades in search of the ultimate system or methodology tried and tested all the various performance improvement approaches or performance enablers (ISO 9000, Business Process Reengineering (BPR), Business Excellence, Continuous Improvement, Total Quality Management (TQM), Just-in-Time, Project Management, Six Sigma, Lean Sigma, etcetera). Although thousands of organizations implemented these performance enablers, few organizations achieved their envisaged state of excellence.”

Kerzner (1997:2) argues that “there are only two ways in which work gets done in organizations: through business processes or through projects. Business processes are permanent work structures that transform inputs continuously into outputs as ongoing operations. Projects on the other hand are temporary work structures that shut down once the output has been achieved.”

Robbins, (1998:629) states that “since the organizations’ success or failure is essential due to the things that its employees do or fail to do (processes), any planned change must also be concerned

with changing the behavior of individuals and groups within the organization.” It is therefore critical that management does have scientific control over the function or Critical Core Capability that touches “the way things get done”.

The researcher are therefore of the opinion that business process being the core descriptor of the “how”, “what”, “when”, and “why” of every individuals daily interaction with his work, his colleagues, his organization and his clients is maybe by far the biggest factor of satisfaction, dissatisfaction, harmony or conflict in the organization and determines to a large extent what the behavior of the individual, the groups and the organization at large will be on a daily basis.

Business Process was identified as core to all the performance enablers and was elevated to a Critical Core Capability status in many organizations. Derived from the above Business Process Management as a Critical Core Capability should encompass the four management functions, and should be supported by a proper organizational framework that includes strategy, structure, policies, procedures, and people. The literature search also confirmed that “synergy”, i.e. “The whole is more than its parts”, is paramount to success when it comes to the management of a Critical Core Capability.

With the above as reference the researcher set out to establish which criteria should be included in a measurement instrument to measure Business Process Management as a Critical Core Capability in an organization. The following primary research question was formulated and used as vantage point to develop, as the primary objective, said instrument:

What must be implemented, in terms of strategies, governance, enterprise architecture, and process optimization, to ensure that organization culture, people’s behavior and the work environment will be conducive to successfully establish and maintain Business Process Management as a Critical Core Capability of an organization?

Based on a proper research process and methodology the researcher utilized the following methods to develop the Test Instrument:

- A comprehensive literature study;
- Discussions with and inputs from experts;
- Questionnaires; and
- Statistical analysis.

An Assessment Tool for Measuring Business Process Management as a Core Capability in an organization comprising ninety items clustered in six criteria in a five factor scale was developed and tested in two organizations as well as in three different business units in the one organization.

The final Descriptive Statistics showed that the overall reliability of the items per criterion was highly acceptable with Cronbach Alpha Coefficients of 0.7315, 0.9216, 0.8224, 0.7650, 0.8248, and 0.7722 respectively, (higher than the acceptable level of 0.70).

The final analysis therefore concluded that the assessment tool, the Business Process Management Competency Assessment Model (BPMCAM), is a reliable tool that can distinguish in

terms of Business Process Management as a Critical Core Capability the level of an organization's readiness to implement and/or to sustain the Business Process Management functionality as a Critical Core Capability.

Key Words:

Business Process Management, Process, Critical Core Capability, Criteria, Scale Development, Assessment Models, Assessment Tool, Performance Enablers.