DIFFERENT INTEGRATED METHODS ORGANIZATIONS USE TO REACH POSITIVE BUSINESS RESULTS.

Shivam Pungalia

Kalinga University Raipur, India

ABSTRACT

When tackled from a holistic process-oriented viewpoint, the improvement and innovation of business processes may provide a company with a competitive advantage. According to how much experience it has in using method thinking to create better results, a company may be more or less process-oriented in its operations. An organizational-supported enquiry in 30 multinational companies is the goal of this study. It also intends to provide a framework for defining features of Business Process Orientation and a credible method for determining the degree of Business Process Orientation (BPO). A complete strategy for integrated process management and transformation is developed starting from this point.

Keywords: Business Process Orientation, BPM Success Factors and Measures, BPM Maturity, and BPM Governance are some terms used in this paper

INTRODUCTION

Processes are at the heart of today's and tomorrow's competitive settings. The operations must be efficient while ensuring quality and repair. Consequently, Business Process Management (BPM) arose as a fantastic management solution for resulting organizational difficulties. But, what does being process-oriented mean? Businesses gain knowledge and a process-oriented perspective when they combine process improvement activities.

As a consequence, some companies will be more process-oriented than others. How can a corporation tell whether it is process-oriented or not? The phenomenon is still not well understood or quantified.

A focus on business procedures This research seeks to create a thorough methodology for analyzing a company's level of business process outsourcing (BPO). This document's introduction stresses the relevance of Business Process Orientation (BPO). Then comes a comprehensive view of BPO. Finally, the construct is investigated, with results and recommendations for additional research.

Business Process Orientation (BPO) refers to how a company's business processes are organized.

Typically, organizations seeking a long-term competitive advantage prioritize cost reduction. While the bottom line is still important, new customer expectations and environmental concerns pressure the conventional organizational model. Process management has evolved as a vital tool for coping with continually changing environments. Thus, organizational agility is critical for modern firms of all sizes. Finding viable solutions to problems that develop due to process faults is easier when you have an overview of the process.

Consequently, being process-oriented means focusing on procedures while enhancing organization agility. Today's challenge is to create a value chain that is both adaptive and efficient. This example illustrates the value of process orientation for businesses.

Second, and most significantly, a core business process is designed to provide value to the customer. Process management improves customer satisfaction, but functional structures hinder it.

Third, more and more research shows the strategic value of processes. McCormack and Johnson observed that firms with substantial BPO indications outperformed their rivals. Depending on the conditions, BPO in a firm might be advantageous both inside and outside. Business Process Orientation and improved interdepartmental linkage and integration have been shown to minimize inter-functional conflict and improve long and short-term performance. His study also confirms that business process outsourcing positively impacts an organization's long-term health. Business process outsourcing (BPO) may offer tremendous benefits for a firm and is well worth the investment . The authors also stress that the e-society may drive BPO. It has influenced the organizational environment, especially cross-organizational contact. Prospective competitors face fewer roadblocks. Among other sources of inspiration, McCormack's work inspired the study presented here. Unlike further research that has focused on the impact of BPO on organizational performance, this study intends to:

➢ Developing the BPO idea by identifying the qualities and underlying variables that drive an organization's process oriented Ness.

➢ It is necessary to validate a scale that may measure companies shall ensure maturity.

➢ What is Process Management Orientation (BPO), and why is it important?

Typically, organizations seeking a long-term competitive advantage prioritize cost reduction. While the bottom line is still essential, current customer expectations and environmental concerns pressure the old organizational structure. Process management has grown increasingly crucial as organizations face changing environments. Consequently, today's businesses may need to be agile to succeed. Finding viable solutions to problems that develop due to process faults is easier when you overview the process.

Consequently, being process-oriented means focusing on procedures while enhancing organization agility.

First, Today's challenge is to create a value chain that is both adaptive and efficient. This example illustrates the value of process orientation for businesses.

Second, and most critically, a business system should provide value to the customer. Process management improves customer satisfaction, but functional structures hinder it.

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short term performance. His study also confirms that business process outsourcing positively impacts an organization's long-term health. Business process outsourcing (BPO) may have significant benefits for a firm and is therefore regarded worthwhile. The authors also stress that the e-society may be driving BPO. It has influenced the organizational environment, especially cross-organizational contact. Prospective competitors face fewer roadblocks. Among other sources of inspiration, McCormack's work inspired the study presented here. Unlike further research that has focused on the impact of BPA on organizational performance, this study intends to:

➢ It identified the attributes and underlying elements that influence an organization's process orientedness.

➢ There are various general definitions of BPO found in the literature. McCormack and Johnson gave the whole paper. "Business process orientation refers to how much an organization pays attention to its important (core) processes" (end-to-end view across the borders of departments, organizations, countries, etc.) According to the definition, everyone in the firm should be process-driven. Process orientation evaluation falls into three types, say these authors: 1. Features include Process Management and Monitoring, Process Jobs, and Agile Methodologies.

➢ Process variables including output quality, cycle time, total costs, and variability have been measured and tracked.Process Jobs (PJ): Tasks and responsibilities for the process. Instead of a research manager, a product development owner could be acceptable.

➢ Process viewpoint (PV): Complete understanding of a process from start to finish.

BPM Group developed another approach to help implement BPM. The 8 Omega framework relates eight actions to four high-level aspects: strategy, people, process, and systems. What does it mean to be mature in BPO? In a corporation that has matured in this area, BPM is seen as more structured. All of the problematic and soft parts of BPO are there and working correctly. Companies with less mature business processes are more likely to do BPM ad hoc. Finally, Rosemann, de Bruin, and Power revised their prior maturity model. This model's six influencing factors are strategic alignment, culture, people, methods, management, and information and technology (IS/IT). This study is methodologically rigorous. Though not stated in this book, they were utilised to highlight the need for a holistic approach to issue resolution.
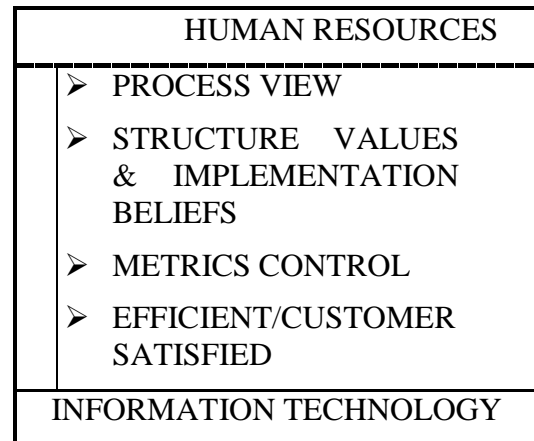
Taking a Comprehensive Approach

To deploy BPO, organisations' functional management practises must be modified, requiring knowledge and skills from several disciplines. Business Process Management is a collection of management disciplines. This is called a "whole-systems" approach to BPM. It involves many stakeholders, including suppliers, consumers, employees, and shareholders. According to Burlton, multidisciplinary nature is a strength rather than a weakness for BPM.

Adopting and using Business Process Management in your organisation requires a complete plan. Figure 1: A human body schematic. What does a comprehensive approach to business process management entail? A continuous improvement cycle or technique must be applied

to enhance process performance. This is critical. When employing this technique, one must be aware of the company's culture, strategy, values and beliefs, information technology, and ultimately, the employees' reluctance to change.

The company's business practices must complement the overall plan. To attain this purpose, an organization's operations, particularly its processes, may benefit from a "process" performance evaluation system (e.g., scorecard, strategy map). People should be evaluated and paid based on "Key Performance Indicators" that contribute to the bottom line plan rather than other factors. Internal efficiency and customer satisfaction must be reflected in KPIs (KPIs). Management may utilize KPIs to collect data to improve procedures.

HUMAN RESOURCES
➢ PROCESS VIEW
➢ STRUCTURE VALUES & IMPLEMENTATION BELIEFS
➢ METRICS CONTROL
➢ EFFICIENT/CUSTOMER SATISFIED
INFORMATION TECHNOLOGY

Also, a strategic measurement system is required. However, a strategic management system is essential to guarantee that departmental and individual objectives align with the plan. Business process management has a significant impact on the employees. This will affect the logical connections of corporate processes and demand employees to embrace long-term accountability for their operations. As a consequence, personnel will be given new and diverse duties.

This shift in responsibilities also affects a company's organizational structure. Instead of the more common vertical, hierarchical structure, process-oriented organizations try to distribute tasks as horizontally as possible. Previously allocated responsibilities or processes are now merged into a single job or function (sometimes called process owner). A process-oriented organizational structure has little impact until people's mentalities change. Increased proactive collaboration with other departments demonstrates a process-oriented mentality. A cross-functional mindset is also eager to exchange knowledge and learn from others. Avoiding task obligations and other dysfunctional behaviours (common in functionally specialized firms) is necessary to foster a collaborative atmosphere and a strong customer focus.

This can only be achieved by involving and training numerous personnel. When it comes to effectively implementing change, people are typically resistive. So, any process improvement programme must involve human resource management. Increasing involvement requires communicating a meaningful and inspiring purpose and organizational approach and setting clear and attainable objectives. Implementing a management information system that provides employees with helpful information may enhance employee involvement.

Documenting and discussing corporate practices may also help improve internal communication. The most difficult duty is to keep this information current and accessible to all participants. Effective internal communication on strategy and results is crucial to overall success.

Business processes must be regularly reviewed, updated, and implemented in the organizational structure, with human resource and procedure information systems supporting them. This method promotes a process-oriented culture of continuous learning and growth, guided by the business strategy. Many process-oriented corporate characteristics are already covered in the holistic business process management approach. The subsequent paragraphs build and improve a Business Process Orientation model based on the preceding holistic approach. The model has eight dimensions and characteristics.

Study Design

One of the theoretical notions is business process orientation. Based on this broad view, a theoretical framework for Business Process Orientation was developed. In the respondent's perspective, Business Process Orientation is represented by eight attributes. Literature review, expert interviews, academic viewpoints, and internal case studies all contribute to the formation of these traits. A company's business process orientation is determined by how many of these attributes it exhibits. Being more process-oriented should thus improve the company's overall performance. However, this assumption is not tested in this paper. The eight dimensions will be discussed in more depth below.

The following hypotheses were tested:

H1. Client orientation is linked to business process optimization (BPO).

H2: Process viewpoint and BPO are favourably correlated.

H3: The degree of organizational integration is inversely related to BPO.

H4: The presence of BPO is favourably related to an organization's process performance attributes.

H5: Process-oriented culture, attitudes, and beliefs are favourably related to BPO practice.

H6: An organization's people management traits are favourably connected with BPO.

H7: states that the availability of procedural information technology is favourably linked with BPO.

H8: Supplier orientation and BPO are favourably related (business process outsourcing).

Component summary and description

Customer Focus (CO)

Consumers are the lifeblood of every firm, and they will be the foundation of business process outsourcing (BPO). Process-oriented thinking starts with a willingness to see outside the organization. Knowing your customers is the first step to becoming process-oriented. This area assesses how a business can understand and evaluate consumer demands and maintain client relationships. First, who should be regarded as a prospective client? The customer gets engaged later in the process. Internal or external customers, the value provided to the external client should be maximized in the future.

Customer feedback is an essential source of process improvement information. A company should thoroughly identify the customers serviced by each process. Torchia and Tramontano

claim that the final customer's visibility is the most critical advancement in process management. According to them, everyone participating in a function must be aware of the final goal: customer satisfaction. Customers' expectations change continuously. Consequently, customer-focused businesses require flexible operations that can adjust to changing client demands. Understanding customer expectations enables a firm to seek process modifications to preserve a competitive edge proactively.

Client satisfaction must also be assessed regularly. It may give significant process improvement input. Process orientation supports a cross-departmental view of companies, which is required for business process outsourcing success. Intermediaries work between departments and the end-user or customer. The partner organization might be a subsidiary or a sales office network. This target group engages in customer orientation since they are the first external customers before the consumer.

Process View (PV) is a graphical representation of a process

To adjust business processes to satisfy consumer demands and desires, everyone in the organization must be informed of the company's business processes. This means that everyone involved in the process knows process-specific vocabulary and the concept of "process orientation." Process documentation provides the basis for performance measurement, analysis, and improvement. The company's viewpoint and method of thinking about business operations and operational processes must adopt a process-oriented approach. Process-oriented thinking, according to McCormack, facilitates creative process improvement and the establishment of process-oriented organizations. Their study revealed a category termed "process viewpoint" that may be used to assess an organization's process orientation.

A complete process identification, definition, and mapping are necessary to boost customer value. As a consequence, process modelling is critical in BPM. Processes should be graphically represented using a modelling language. 'Visualizing operations may help firms understand the complexity of current methods and are frequently the first step in the implementation of **Components of the Organizational Structure (OS) include** process documentation, KPIs, and people management need a shift in organizational structure. Measuring a process is inadequate if no one is responsible for the outcome. Effective cross-functional integration requires formal responsibilities. An organization with a vertical structure may take steps or launch initiatives to reduce departmental barriers and become more process-oriented. In most cases, multidisciplinary teams are entrusted with integrating several systems. Interdisciplinary teams may be formed ad hoc or regularly, depending on the company's needs and complexity. It's not uncommon for a role to be created to oversee a process's horizontal perspective. This is the process owner's job. The process owner or an equivalent must be given decision autonomy and obligations to guarantee a smooth process. When a cycle is finished, the process owner is held responsible for the output, directly impacting the customer. Process ownership may be allocated to anybody in the organization; therefore, new management roles are not usually required. Organizations may choose to construct a business process excellence centre throughout their history. This institution is often referred to as the BPO. The Business Process Office (or equivalent) is exceptionally qualified for business process improvement. This office is usually on a high level in the

building's centre. Willems and colleagues studied PSO maturity and compared it to BPO maturity.

Business process management governance is the arrangement of managers to guarantee that processes meet expectations. A company's typical departmental organizational structure cannot handle a process-centric corporate strategy. A departmental approach to organizational structure and a process-focused system naturally clash. A process-oriented organization is one in which the organizational design (the organization chart) is suited to the company's operations. This is correct, but it does not follow that a firm should be built horizontally since this would contradict the ambitious notion of specialization. Most process-oriented businesses use matrix management, which mixes horizontal and vertical features. Managers responsible for value chains or large-scale operations increasingly report to other managers, causing confusion and disagreement among staff. The optimal equilibrium between the two is yet unknown. Each firm's procedure and departmental managers interact differently. At times, a single individual may have many managerial jobs. As a consequence, a single person may control the whole manufacturing process.

Define hierarchical structures and process architectures. An executive process owner oversees high-level processes. A high-level process is subdivided into core business processes and subprocesses. The hierarchical architecture of process managers must manage these business processes to succeed.

Process Performance (PP) measures a process's efficiency

Defining the processes is a big step towards process orientation. Creating and deploying performance metrics and key performance indicators (KPIs) that allow executives to monitor operations are required for business process improvement. Understand that KPIs do not always help processes since they are derived from their strategy and transformed into "departmental" objectives. These metrics often concentrate on financial performance or sales volume applied to particular divisions. These are useful metrics, but they reveal nothing about the processes they are meant to track. The establishment of connected crucial performance indicators (KPIs) that track historical process inputs, outputs, and outcomes, also known as process performance measures. Outcome indicators influence customer happiness and profit production, whereas output indicators assess an organization or process's output (e.g. X units per hour).

Understanding the efficiency of a company's edge business processes from start to finish is critical to making sound evaluations and implementing successful process improvements. Finding the proper KPIs, tracking them consistently, and analyzing the data helps make the best decisions and detect process flaws. The performance measurement method includes defining the concept, selecting components, and assessing them. A process performance evaluation may help execute strategy by identifying crucial elements, quantifying them, creating accountability for actions and results, and helping to improve performance.

CVB stands for culture, values, and beliefs

Change-resistant cultures are typically blamed for failed process improvement attempts. There is a strong link between workplace culture and organizational performance.

Consequently, process orientation must be embedded in the company's culture. Customers should be emphasized in the process orientation process and the firm's general concepts, beliefs, and principles. This section evaluates the methodologies and the approach towards process management. Success requires teams, innovative cultures, and a grasp of your company's mission and values.

Inspired leadership and leadership qualities are two critical parts of the orientation process. Senior management must lead the organization in a process-oriented direction. Process orientation requires interdepartmental and proactive behaviour.

PM

Employees are a firm's most precious asset. Investing in human capital allows for process improvement and innovation. "Human Capital is a collection of knowledge assets supplied by employees in the form of skills and competence," according to Marr et al.

Balzarova et al. identified "Training and Learning by Doing" and "Managing Resistance to Change" as essential success factors in adopting process-based management approaches. That's how influential people lead. Regarding people, line managers and executives are more concerned about how changes to procedures will affect their teams' results. Process orientation requires personnel to acquire new skills. Employees will be recognized, assessed, and rewarded based on their ability to understand and improve processes rather than their job titles.

Consequently, employees must be trained to improve operations and think about procedures. Ability and willingness to participate as a team member are also important. To accomplish goals, people need clear objectives and incentives.

IT is the study of computers and information technology

Companies' performance enhancement plans are incomplete without IT. Most processes are enabled by a combination of IT, management, and organizational/human resource change. IT is both a facilitator and an implementer in process change. Attaran views IT and process management as natural partners. This dimension examines if your firm has information technology solutions that support business processes and allow process improvement efforts. IT systems should be flexible to facilitate process improvements. A process-oriented IT system allows cross-departmental information exchange.

More and more IT software businesses are offering BPM technologies. These technologies underpin several applications. App integration is critical for process-oriented firms since apps may make merging efforts across divisions difficult. Some BPM suites provide a modelling and simulation tool for process mapping. Other IT tasks include setting and managing strategic KPIs (KPIs). Information technology will therefore become even more vital in a process-driven organization. Ultimately, business process management is about human resource management, with IT helping facilitate the process.

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SPV: Supplier's Point of View

While suppliers are expected to anticipate customer demands, react promptly, and perform better than in the past, consumers are also likely to treat suppliers well and collaborate to simplify operations. This section of the questionnaire assesses your suppliers' orientation.

Processes help firms grow in today's economy. With the advancement of technology, suppliers become partners. Process orientation encourages suppliers to share knowledge and experience with consumers. Partnerships are often formed in the global economic sector. With the fast expansion of the internet came e-business and e-collaboration. Suppliers may use online platforms to conduct tasks more efficiently and quickly. Consider organizations as part of a larger strategy. This system approach helps understand how customers, suppliers, and other stakeholders interact. Process models say Lee et al., should account for cross-chain interactions. Experts say that sharing information with suppliers is critical to efficient process management. "Extended Enterprise" is one example of how organizational boundaries may be blurred. It states that companies contain partners, customers, suppliers, and other prospective stakeholders besides employees and management. While excellent supplier relationships provide value to businesses, they are typically disregarded. Supplier management is vital to process efficiency since suppliers supply essential resources or inputs.

Validation of the BPO Construct:

Data Collection and Cleaning

The data were collected in two waves, in December 2020 and January 2021. The businesses that competed were picked on a whim. The sample includes both small and large firms. Various industries were asked to participate. As a result, 30 businesses were considered. Responses have to be at the management level and from several departments. The poll generated 600 unfiltered responses. The initial step was to prepare the acquired data for analysis. Following the elimination phase, 595 valid individual findings were left.

Development on a larger scale:

The authors created a questionnaire based on the eight parameters of the proposed holistic business process outsourcing model. The items were made using a combination of research, personal experience, and expert and practitioner interviews. The questionnaire has 25 questions. Beyond the basic questions, there are questions to measure the participant's perception of process orientation in their organization and the impact of BPM projects now and in the future. Participants were asked to describe their organizations and roles after the procedure. All BPO questions were rated on a Likert scale from 1 to 7. 1 "definitely disagree", 4 "neither agree nor disagree", 7 "highly agree" The BPO perception scale ranged from 1 to 10, with ten being the best.

Statistical data analysis

Two forms of analysis are reliability and correlation.

Each dimension's reliability was assessed using Cronbach's alpha1. All measurements have Alpha values higher than 0,7, suggesting that all sizes had consistent items.

		Cronbach's alpha	N
	CO	0,769	10
	PV	0,837	9
	OS	0,806	8
	PP	0,899	11
	CVB	0,815	10
	PM	0,812	7
	IT	0,811	6
	SP	0,891	7

Table I shows the BPO model dimensions' reliability analysis

The alpha value for the OS dimension increases to 0,829 when item OS8 is removed. As a consequence, OS8 is distinct from the other organisational structure issues. This item does not fit inside the OS dimension. OS8 stands for business process outsourcing. All objects and queries in each size should be connected. Examining inter-item correlations revealed OS8's low link to other OS items. However, all metrics had substantial inter-item correlations.

Factor analysis:

After establishing the BPO model's eight dimensions, factor analysis was conducted to assess their applicability and discover any additional underlying components that might influence organisational BPO maturity. The final goal is to create a complete and reliable process orientation tool using the model and questionnaire. The Bartlett test of sphericity and the Karl measure of sample adequacy must be used to examine the use of factor analysis in this survey. 2. The KMO-index is more incredible than 0,7 in all dimensions. The use of factor analysis is approved. Cronbach's alpha measures dependability. One source of a scale's total variance is typically the actual score of the hidden variable that underpins the items in the issue. If feasible, alpha should be more significant than 0.07. Alpha is a 0-1 number.

A Bartlett test significance of less than 0.05 rejects the hypothesis, indicating that factor analysis may be performed. To be deemed significant, this metric's value must be more than 0,5, preferably greater than 0.07. The principal component technique was used for factor analysis. The course required Varimax rotation of the factor loading matrix. The factor's eigenvalue was above 1,000; thus, that was used to count the elements. The SPSS analysis showed 14 key aspects that may be explained. These 14 factors explained 59,607% of the total variance. The survey's variable or underlying idea is the perceived BPO score (item 14). The BPO score is likely influenced by the eight dimensions and their subsets of questions.

Regression analysis is a statistical approach for determining two variables' relationships.

The questionnaire's predictive power is determined through linear regression in this situation. In this example, check whether one of the coefficients is zero. The b-coefficients show how much each variable affects the model's behaviour. To be significant, the significance level must be less than 0.05. The dependent variable was each participant's overall impression as evaluated by their scores. The model's eight average scores were utilised as independent variables in the study. The model is stated as follows:

Employee General Perception of BPO = b0 + b1AVG(CO) + b2AVG(PV) + b3AVG(OS) + b4AVG(PP) + b5AVG(CVB) + b6AVG(PM) + b7AVG(IT) + b8AVG(SP) + ε (ε represents the residual).

A failed ANOVA test may result in a p-value of 0.001 or below. As a consequence, one of the coefficients is not 0. Thus, a dimension-based analysis is performed. Table II shows that the CO dimension has a slightly significant level over the 0.05 threshold. It so has a low predictive value for the model as a whole. The CVB dimension also has a significance level larger than 0.05. Again, this implies that this dimension has no predictive value for the dependent variable.

Table II: Regression analysis, SPSS Output

Table III: SPSS Output Linear Regression Analysis

Model	R	RSquare	Adjusted R Square	Std. Error of the Estimate
1	0,746(a)	0,557	0,551	1,184

Predictors: (Constant), AverageSP, AveragePV, AverageCVB, AverageIT, AverageCO, AveragePM, AverageOS, AveragePP

Concluding Remarks and Prospects for Future Research:

Attempting to model Business Process Orientation yielded some exciting outcomes. Statistical examination of the data validated the predictive value of the PV, OS, PP, PM, IT, and SP dimensions regarded indicators of Business Process Orientation. Consequently, this research enhances awareness of the various benefits of being process-oriented. BPO need a broader perspective than, say, IT quality. To be process-oriented, one must grasp a wide range of approaches and concepts that may be applied to improve business processes and organisational performance. They believe that strengthening these areas leads to more business process outsourcing (BPO).

The correlation research and Cronbach's alpha findings show that all dimensions are internally consistent. The CO and CVB dimensions have no statistical influence on the result. There might be many causes. Consequently, both measurements should be changed and reconstructed, and new data should be collected. Remember that this study is static and does not exclude the potential of dynamic aspects or personal thoughts.

Process outsourcing should be treated as a distinct dimension from OS or deleted from the survey. The factor analysis revealed 14 factors that influenced the degree of BPO. This study's dimensions overlap with some of the points raised in this article. Several other components may be explained. To distinguish between a customer complaint component, a customer happiness component, a requirements component, and a factor probing for process-related interaction with the client. Future research will be required to assess the model's presupposition of a favourable association between BPO and organisational success. A study

on the influence of company-specific characteristics like size and industry on BPO may be another potential research field.

This study suggests that business process outsourcing (BPO) be studied holistically and transdisciplinary. A process-focused organisation has aspects of several domains such as process orientation. The study's practical value is in helping firms assess their process-orientedness. The framework also helps understand the dynamics of process improvement projects. Using the suggested comprehensive approach helps identify areas to focus on when prioritising business process management initiatives.

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