



## An Executive Level BPM Group

**O**RGANIZATIONS HAVE DIFFERENT ways of managing their business process efforts and there is no one best way. It largely depends on how an organization is already structured. Some organizations have a group charged with working on enterprise strategy. Others have an executive committee that defines enterprise strategy. Others treat it as a special project headed by the CEO. In a similar way, different organizations handle the overall management of their process work in different ways. In a survey, BPTrends found that about 34% of the companies surveyed did not have a formal BPM group; 20% had BPM groups that were located within divisions or reported to department managers; 18% had a BPM group that reported at the executive level; and 14% had a BPM group located in their IT organization. Obviously, the location of a BPM group or center of excellence says a lot about the goals of the organization and their interest in business process. Organizations that think of business process management as an automation initiative would be more likely to delegate it to the IT organization. Organizations that are focused on the redesign or improvement of specific business processes are more likely to locate their process groups in divisions or departments. Organizations that are focused on enterprise issues and think of processes and process management as strategic resources that need to be aligned with corporate strategy and company-wide performance measures will tend to locate their BPM group at the enterprise level, just as they locate their strategy group at the enterprise level. In a similar way, the name that companies apply to the group tends to reflect their objectives. A BPM group reflects an emphasis on management. A Process Excellence group suggests process redesign and improvement projects, and a Business Process Automation group suggests an IT emphasis.