

# Business Process Maturity in Polish Organisations

Overview of the 3rd edition  
of the Business Process  
Maturity in Polish Organisations survey

2016



*Dear Readers,*

The creation of the current edition of the report was a perfect example of using the Jidoka principle, originating from the Lean Management philosophy. We initiated the survey over a year ago, and the first version was made in April 2015. While editing, we reached a conclusion that relying only on declarative and subjective process maturity evaluation does not give the whole picture. We stopped working on the report and decided to take a step back and make the results objective.

We have since developed our own method for process maturity evaluation, where we verify the fulfillment of a number of requirements assigned to the particular levels of process maturity. With great effort we managed to return to most organisations which had declared their maturity level and ask them questions allowing us to produce findings reflecting reality. The number of companies and institutions which took part in the survey is 236.

Additionally – to confirm our findings – we have conducted in-depth interviews in 21 companies, which also involved empirical verification of the information gathered. During those interviews analysts of the PROCESOWCY.PL community became familiar with the process documentation, verified the participants' knowledge of the goals and measures assigned to their processes, analysed how changes in processes are introduced and communicated, how process goal realization is reported and how optimisation attempts are coordinated.

Such approach allowed us to make the survey's findings more objective and to add another dimension to them – a comparison between declared and actual process maturity.

*I wish you many inspirations from reading the report.*

A handwritten signature in dark blue ink, reading "Julian Pustoms". The signature is written in a cursive, flowing style.

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## respondent overview



236

Number  
of respondents  
who took  
part in the  
quantitative  
survey.

21

Number  
of organisations  
that participated  
in the in-depth  
interviews.



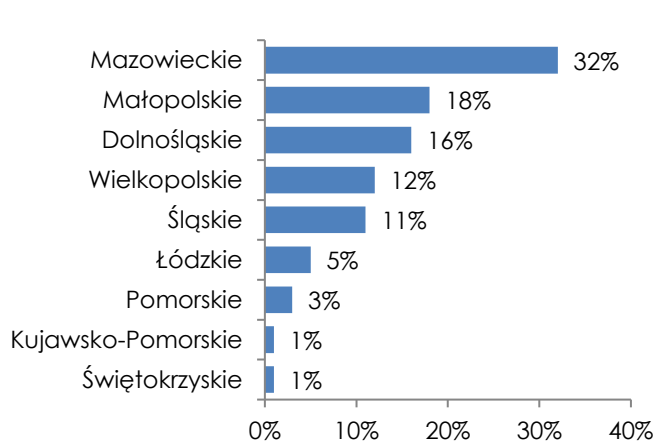


Fig. 1. Respondents by voivodship – location of the represented company/institution  
Source: PROCESOWCY.PL's own elaboration.

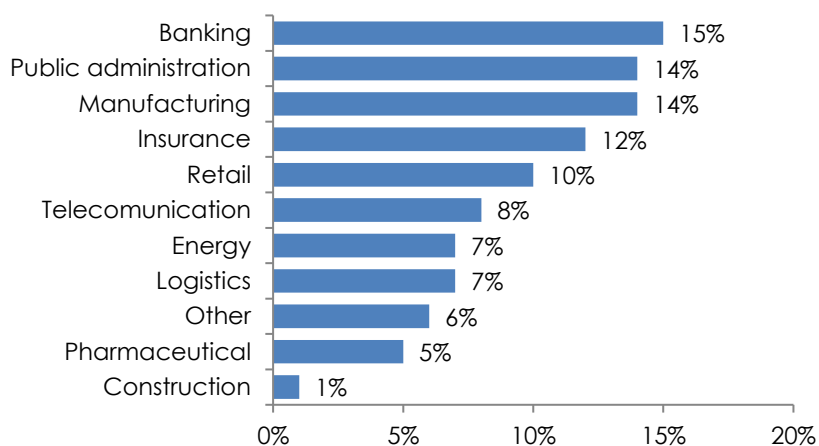


Fig. 2. Respondents by industry.  
Source: PROCESOWCY.PL's own elaboration.

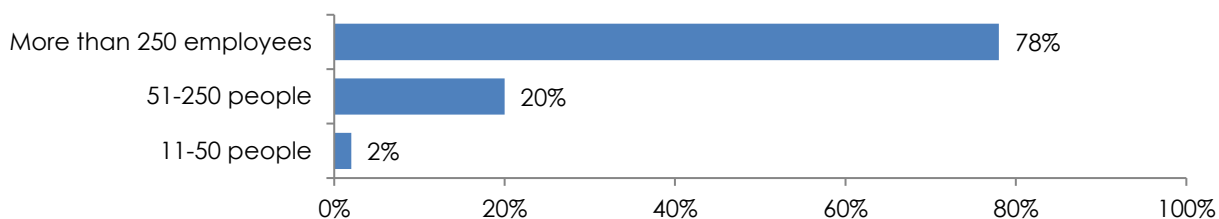


Fig. 3. Respondents by organisation size  
Source: PROCESOWCY.PL's own elaboration.

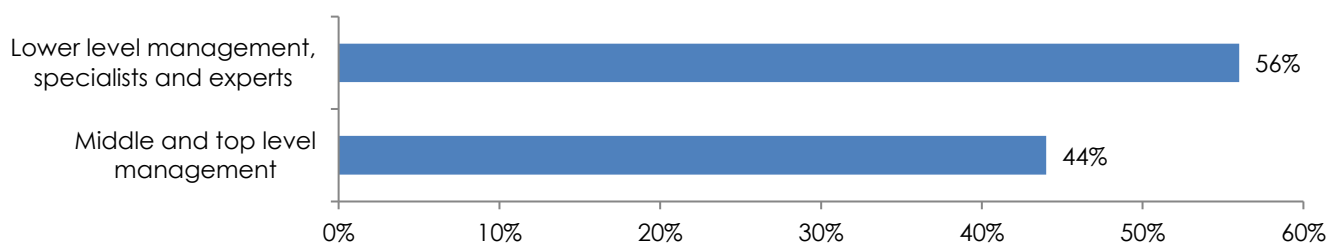


Fig. 4. Respondents by position held in their organisation  
Source: PROCESOWCY.PL's own elaboration.

Essential aims of the current edition of the survey are as follows:

- to place the organisations operating in Poland at the five defined levels of process maturity
- to describe the trends and changes observed between the editions of the survey
- to present the differences between declared and actual process maturity

The primary objective remains to inspire readers to improve their organisations by implementing the principles and culture of business process management.

The five – loosely correlating to CMMI – levels of process maturity which we have defined in the first edition of survey in 2010, are again used as a reference point.

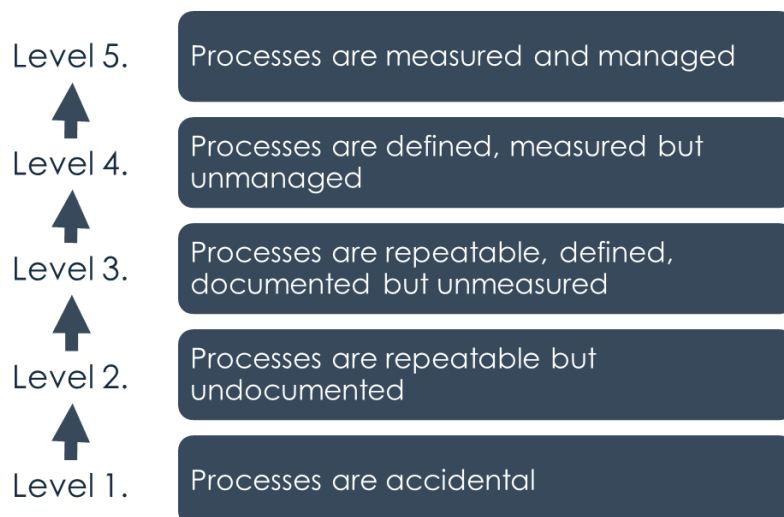


Fig. 5. Process maturity levels defined for the survey.  
Source: PROCESOWCY.PL's own elaboration

The first level means being unaware that one's work takes place (or may take place) in the form of a process, or a logical sequence of actions, which may

bring the desired result using existing resources. Organisational chaos can be perceived in companies and institutions at this level of process maturity. It is difficult to clearly assign responsibility for particular actions to the appropriate roles and functions. How particular actions should be performed is not clearly described and documented and in consequence those actions are not usually performed in a repeatable way, which would bring the company added value thanks to specialisation and automation.

The second level of process maturity brings the awareness that actions performed by particular functions influence one another, that tasks completed by one department are a starting point for another department involved in the same sequence of actions – in other words, in the same process. Actions become repeatable. What is missing are the descriptions of particular processes and related indicators, which serve as groundwork for process management.

The third level is the complete awareness of processes' existence, supported by documentation, usually consisting of process maps and descriptions of particular steps, which are repeatable and often automated. There is no measuring system, which would provide insight as to whether the processes' goals are realized or not.

The fourth level is again the full awareness processes taking place in the organisation, but also a defined measuring system in place. At this level information coming from process measuring is not turned into administrative decisions, so the organisation does not benefit from the main advantage of process approach to management – constant improvement.

At the fifth level of maturity the organisation is aware of the processes taking place in it. Most importantly, the organisation's strategic goals cascade into the goals of particular processes, and the measuring system provides the management with information used to increase effectiveness through improvement. The fifth level of maturity is business process management system presented on figure 6, which, in its first iteration, consists of identifying processes in the company, analysing the processes making administrative decisions based on that analysis (usually those decisions concern adjustments to the analysed processes). Each subsequent iteration is to measure the processes, to analyse data from the measurement and possibly further adjustments – it's a perpetual motion machine of sorts, since, once initiated, the system of business process management should be a tool for constant strive for excellence.

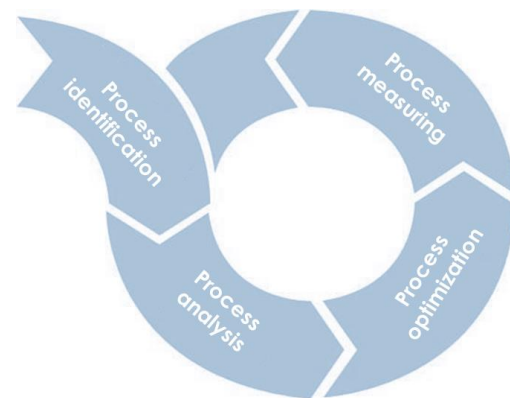


Fig. 6. The cycle of constant process improvement, representing the highest level of process maturity  
Source: PROCESOWCY.PL's own elaboration

The levels described above served as the base for determining process maturity – by declaration. This edition of the survey is groundbreaking because it

shows actual process maturity. Actual maturity has been juxtaposed with declared maturity, and the comparison points out to aspects like: attitude, effective communication, awareness building or change management.

In order to show actual maturity we have defined and verified a number of requirements which must be met for specific levels of process maturity. Only fulfilling all the requirements assigned to the particular level means positioning the company/institution at that level.

|  | Level 1. | Level 2. | Level 3. | Level 4. | Level 5. |
|--|----------|----------|----------|----------|----------|
| at least 50% of actions performed by employees are repeatable  |          | +        | +        | +        | +        |
| there are position-specific instructions or procedures in place in selected areas  |          | +        | +        | +        | +        |
| all of the identified main processes are documented, the documentation includes a process map  |          |          | +        | +        | +        |
| at least half of the identified supportive processes are documented, the documentation includes a process map  |          |          | +        | +        | +        |
| all described processes are documented in the same standard (including, among others, notation for process mapping)  |          |          | +        | +        | +        |
| at least 75% of any given process's participants know where the documentation for their process is available   |          |          | +        | +        | +        |
| there is a process architecture in place   |          |          | +        | +        | +        |
| at least 80% of all the described processes have an assigned Process Owner   |          |          | +        | +        | +        |
| at least 80% of Process Owners have real influence on their processes  |          |          | +        | +        | +        |
| all the described main processes have defined process goals  |          |          |          | +        | +        |
| all the described main processes have defined process measures   |          |          |          | +        | +        |
| at least 75% of particular processes' participants know the goals of their processes   |          |          |          | +        | +        |
| all the described main processes have defined process measures   |          |          |          | +        | +        |
| at least 75% of particular processes' participants know the measures of their processes  |          |          |          | +        | +        |
| periodical process measurements are performed for all the processes with defined goals and measures (according to the frequency set for particular measures) |          |          |          | +        | +        |
| the results of measurements are reported, among others, to Process Owners  |          |          |          |          | +        |
| the organisation has defined measurable strategic goals  |          |          |          |          | +        |
| at least half of the employees know the organisation's strategic goals   |          |          |          |          | +        |
| at least 75% of process goals are correlated to the organisation's strategic goals in a logical and understandable way                                       |          |          |          |          | +        |
| each defined measure assigned to a particular process has a specific expected value  |          |          |          |          | +        |
| process measurement reports include a juxtaposition of real and expected values for particular measures  |          |          |          |          | +        |
| based on identified discrepancies between expected and real values improvement/corrective actions are taken within particular processes                      |          |          |          |          | +        |
| for each improvement/corrective action at least the expected result, the person responsible and the deadline are defined                                     |          |          |          |          | +        |

Table 1. Requirements for particular levels of process maturity  
Source: PROCESOWCY.PL's own elaboration



## process maturity – declared and actual

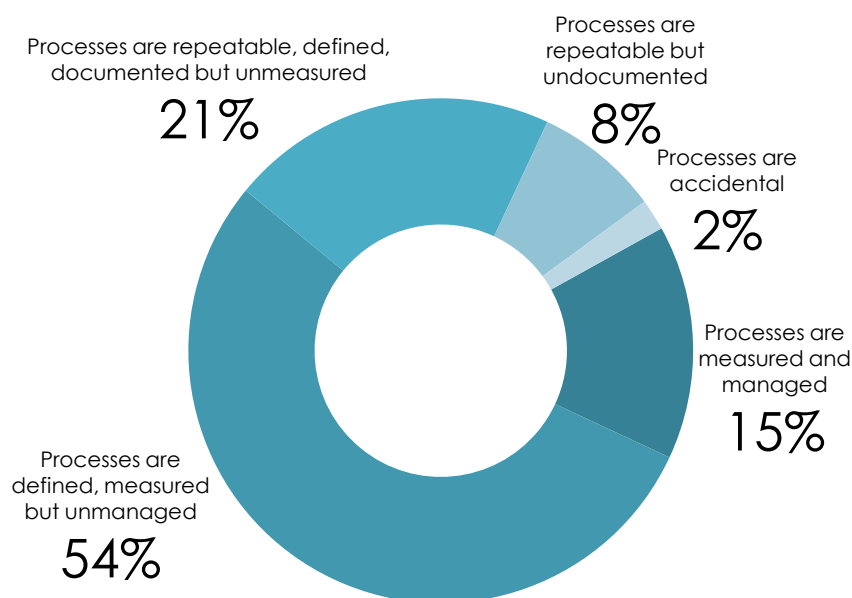


Fig. 7. Process maturity declared by organisations functioning in Poland  
Source: PROCESOWCY.PL's own elaboration

Traditionally the survey's key element was to position organisations operating in Poland at the process maturity levels defined and described above. As in the two previous editions of the survey, our respondents were asked to declare which level the organisations they represent are at. According to our expectations and the observed trend, the results – visualised in figure 7 – are very good. As many as 15% of organisations functioning in Poland place themselves at the highest level of maturity, and 54% position themselves at the fourth level.

It is that optimistic data which led us to modify our approach, define the requirements assigned to particular levels of process maturity and verify their fulfillment by the organisations, which had been asked to declare their maturity. We have turned the results of that verification into the actual level of maturity. Its graphical representation is shown in figure 8.

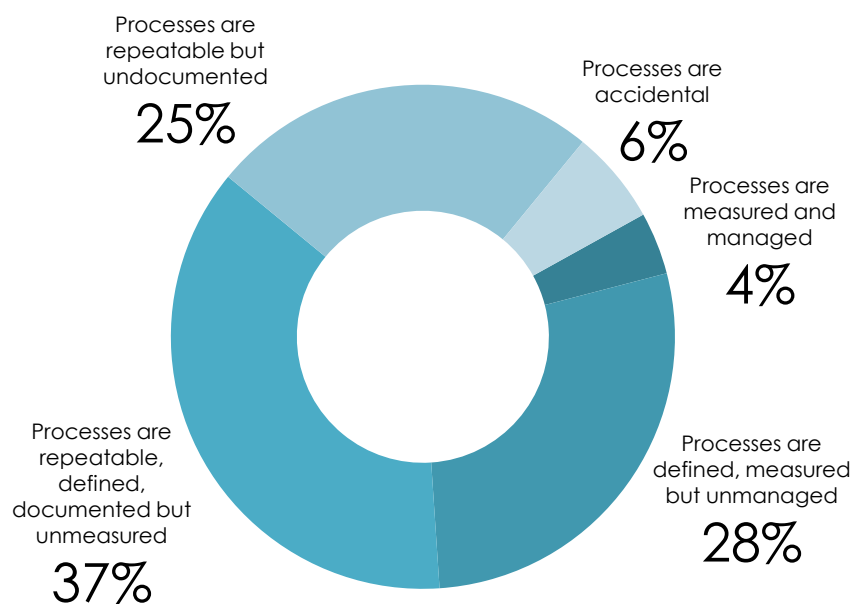


Fig. 8. Actual process maturity of the organisations functioning in Poland  
Source: PROCESOWCY.PL's own elaboration

Actual results differ from those basing on declarations – only 4% of organisations are at the highest level, and 28% on the fourth.

Below we present a standard comparison of the results from all the editions of the survey where process maturity was declared and actualised results of the most recent survey.



Fig. 9. The trend showing process maturity verified during the three completed editions of the survey compared to the actualised results.  
Source: PROCESOWCY.PL's own elaboration

One of the factors leading us to conduct a detailed survey – which made verification of the actual process maturity level possible - was the difference in perception of their organisation between middle or top level management and lower level management or ordinary employees.

Top and middle level management see their organisations as much better than lower level management and ordinary employees. In a vast majority of cases the first group place their organisations at the two highest levels of maturity. Respondents working at the lower levels of the organisational structure approach evaluating maturity more cautiously.

The observed difference is illustrated on the graph below.

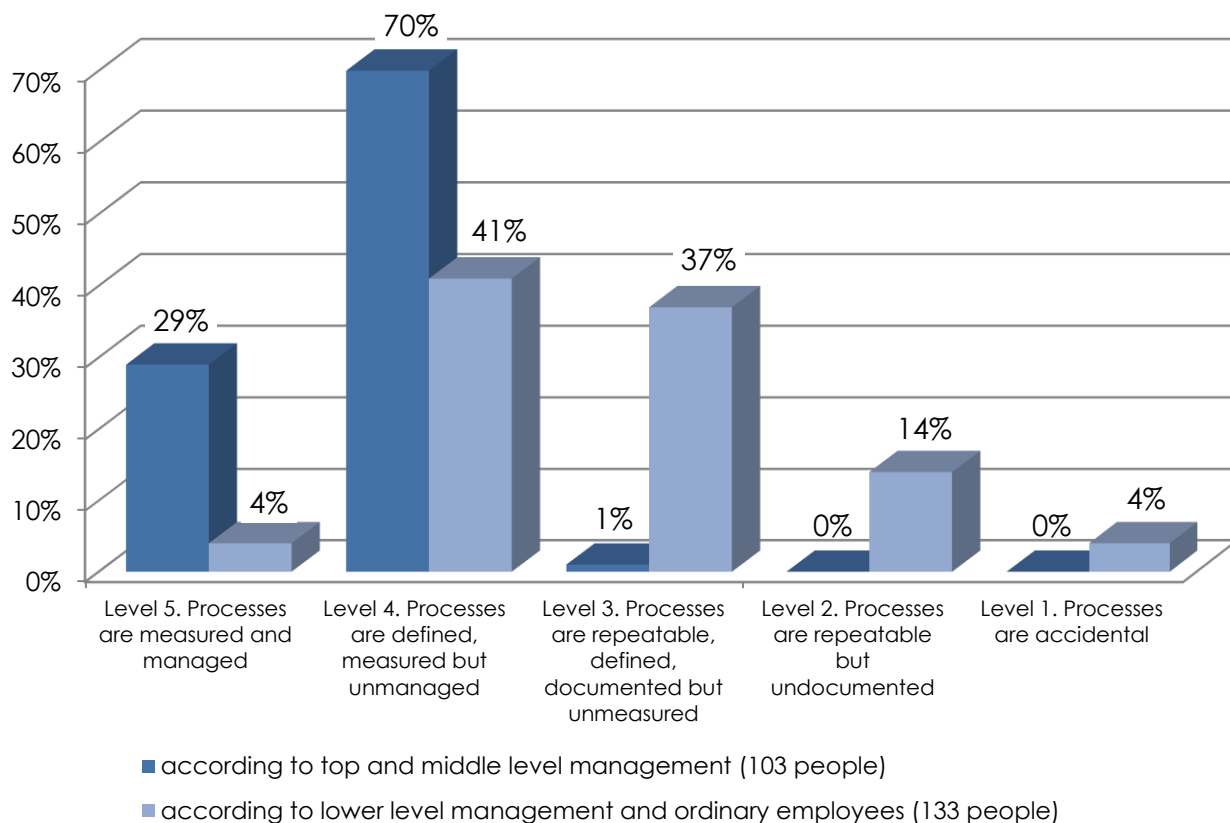


Fig. 10. Process maturity from the perspective of managers and ordinary employees  
 Source: PROCESOWCY.PL's own elaboration

Based on the observation above we can hypothesise about the lack of openness in communication between management and ordinary workers. Unfortunately, a very common practice among ordinary employees is to embellish reality or to withhold selected facts in communication with managers – sadly, it is usually caused by fear of consequences. Managers, on the other hand, are often unwilling to leave their comfort zone and in turn they tend to focus on the information which has met expectations while disregarding information that requires taking „inconvenient" actions.

This state of affairs may be the source of the difference in perceiving own organisations' process maturity shown in figure 10.

# understanding of process management

In this edition of the survey we decided to find out how business process management is understood. There are a number of more or less official definitions of business process management, and so we created a definition based on what has many times been said or written and on the experiences of the PRO-CESOWCY.PL community.

Business process management is a collection of standards and tools helping in structured identifying, measuring, analysing and improving of processes – under the obligatory condition that measuring, analysing and improving of processes is conducted in a continuous manner.

An indispensable element of implementing process-oriented management and consequent mechanisms of continuous improvement is a change in organisational culture made possible by the change in attitude of management and ordinary workers.

It seems obvious, but are the interpretations consistent in times when process management is hardly a novelty? Figure 11 illustrates expressions business process management is most commonly associated with.

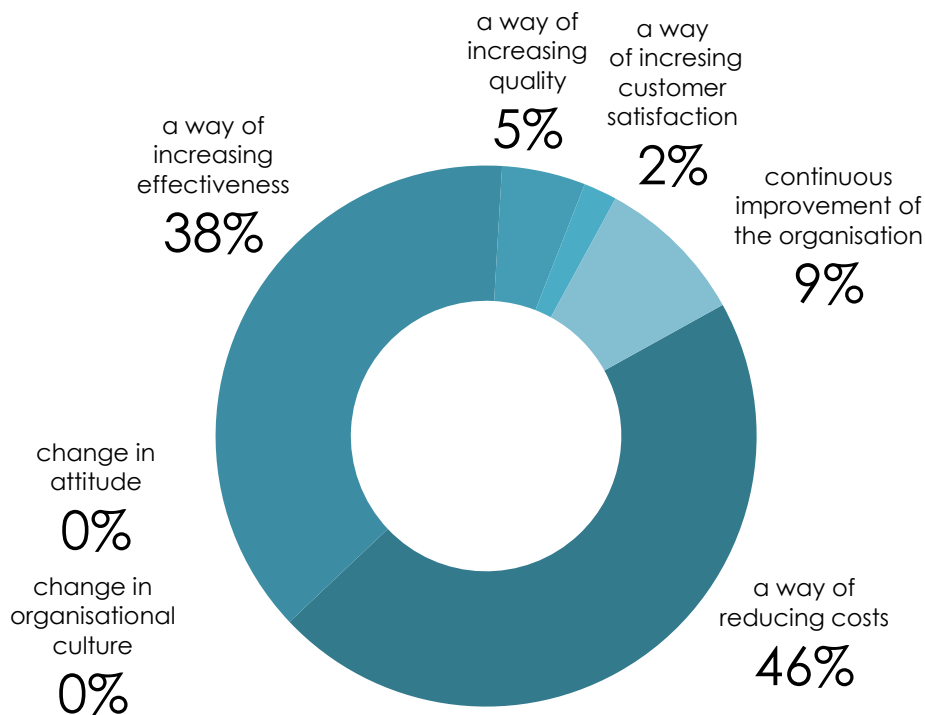


Fig. 11. Responses to the question: 'which of those expressions do you think best reflects the nature of business process management?'

Source: PROCESOWCY.PL's own elaboration

Unfortunately, for 46% of the respondents the closest association of the expression 'business process management' is cost reduction. This negative connotation is partially the legacy of reengineering, where in most projects the objective was to cut costs – usually through layoffs. There is no point in putting all the blame for the current state of affairs on the approach used twenty years ago. Associating business process management with cost reduction is usually caused by poorly conducted communication. The graph on the next page shows that people responsible for process management in their organisations tend to speak about constant improvement and increasing effectiveness, whereas other people point out to cost reduction.



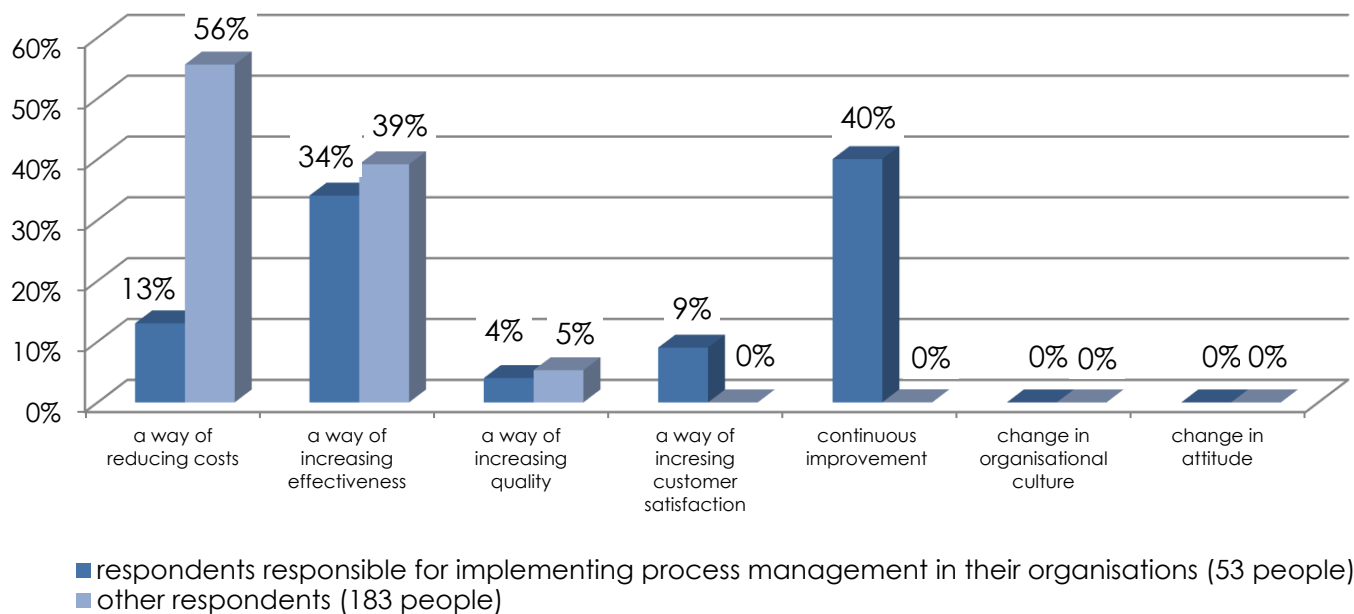


Fig. 12. Responses to the question: 'which of those expressions do you think best reflects the nature of business process management?'  
Source: PROCESOWCY.PL's own elaboration

Competent change management is crucial in every project, but especially so in projects challenging the current status quo from the standpoints of either structure or the employee affected by it. Implementing process-oriented management may well mean the necessity for change of organisational structure, change of roles and responsibilities. Most people implementing process-oriented management do not associate it with cost reduction because they know what purpose it serves and at the same time they are more the means of implementation rather than its agent.

A sense of anxiety among the rest of the staff usually comes from lack of knowledge, but also from past, sometimes negative, experiences.

We should remember the importance of the cultural aspect and level of confidence in the organisation – the confidence index in Poland is among the lowest in Europe so it can hardly be expected to be substantially higher in the given organisation. Not communication itself becomes essential, but comprehensive change management: the project team understanding the current state of the organisation, connections to other projects, the motives and needs of the stakeholders, and then careful planning of communication and competent involvement of essential people, making them its ambassadors.



Agnieszka Obrok-Skrzynecka  
Internal Communication and  
Organisational Culture Director,  
Orange Polska

# effectiveness and permanence of process management implementation

It seems natural that organisations functioning on the market increase their process maturity when they expand. In this edition of the survey we have looked closely at this trend. It turns out that the lower levels of maturity are not occupied only by companies and institutions encountering difficulty in reaching the higher level. Some organisations admit they lacked consequence to stay at the higher level.

# 17%

The percentage of respondents representing organisations of the 1st, 2nd or 3rd level of maturity who claim that process-oriented management was implemented, but ceased to work after some time.

Even if something doesn't work out at first, there's no need for anger or irritation, you should just keep trying. Eventually you will find the solution. You need to repeat attempts and train. In the end you can learn a new skill surprisingly quick, even though at first it seemed difficult, even too difficult.

*„Marek – the boy who dreamed”*



Marek Kamiński  
explorer of the polar regions,  
traveller, entrepreneur  
(photo by Paweł Wyszomirski)

The reason for this is usually the lack of proper approach to managing the change which business process management implementation undoubtedly is.

The aforementioned poor communication can often become an obstacle for the implementation project. A common occurrence is the lack of involvement in project completion caused by resistance to an underexplained change – when discussing the reasons, context, the intended course and results of the change has been neglected. It is confirmed by the fact that proper communication is listed as one of the key factors ensuring the effectiveness of process management implementation.

The fact that in some organisations - despite already completed implementation – process-oriented management stops working may be caused by lack of consequence in action – after project mobilisation and the following enthusiasm phase comes a slowdown period when discipline and consequence in action are needed.

When we finally leave our *comfort zone*, we are overcome with enthusiasm. Here we have let go of the shackles of our habits and stagnation. We begin to take action (we have just joined a gym, gone been to our first foreign language lesson or announced to our boss that we are changing our job for a more interesting one with better pay and more prospects). We already feel *transformed*, we give it our best, fully committed. The set of emotions accompanying us at this stage has been colorfully described by one of the experts of the field as the *bright-eyed and bushy-tailed period*. But then it turns out that everything is tiresome, takes a lot of time and the expected results are still nowhere to be seen. It is that moment – the return of scepticism and doubts – which becomes a real threat. This period of losing commitment to the change is the long *dark night of the innovator*. It will only be endured by those who know that it is a completely natural stage in the process of initiating and implementing change and so you need to go through it peacefully, just doing your own thing until benefits emerge and motivation and optimism are back.



dr Joanna Heidtman  
psychologist, coach and trainer  
Heidtman & Piasecki

# success factors in implementing and maintaining process management

Presented below are the factors identified by the respondents as having a significant impact on the effectiveness of process management implementation and its maintaining by the organisation.



Fig. 14. Success factors in implementing and maintaining process management  
Source: PROCESOWCY.PL's own elaboration



## conscious Process Owners

During the last two editions of the survey we focused on verifying whether the role of Process Owner functions in companies and institutions operating in Poland. Analogically to verifying actual, instead of declared process maturity, during the newest edition we have explored the context of process ownership, verifying not only whether such role exists, but also it is performed consciously.

# 68%

This percentage of respondents representing organisations of the 3rd, 4th and the 5th level of maturity (212 people out of 236) confirms having defined the role of Process Owner in their organisation.

According to respondents the role of Process Owner functions in 68% of organisations at the 3rd, the 4th and the 5th level of maturity. To verify Process Owners' consciousness, we have defined the following criteria:

1. The Process Owner has real influence on their processes (also through organisational units they do not manage functionally).
2. The Process Owner monitors the realisation of their processes' goals.
3. The Process Owner is accountable for the realisation of their processes' goals
4. The Process Owner is open to changes in their processes.
5. The Process Owner provides resources necessary for improvements in their processes.

The first criterion is vital, since one of the defining factors of a process is that it usually runs through many organisational units, some of which not functionally managed by the person identified as the Process Owner. This often leads to a situation where process architecture in a company is just another look at organisational structure, since processes are identified and defined within particular divisions, departments and functional areas – partially so that the Process Owner can stay in their comfort zone. The next two criteria show a simple relationship – the third criterion usually ensures the fulfillment of the second. The two last criteria are again connected with readiness to leave your comfort zone. Below there is a table presenting the perception of Process Owners in organisations declaring the 3rd, 4th or the 5th level of maturity.



| Would you say that Process Owners in your organisation:   | YES | NO  | I don't know |
|---|-----|-----|--------------|
| Have real influence on their processes (also through organisational units they do not manage functionally)? | 21% | 63% | 16%          |
| Monitor the realisation of their processes' goals?  | 42% | 47% | 11%          |
| Are accountable for the realisation of their processes' goals?  | 5%  | 73% | 22%          |
| Are open to changes in their processes?   | 16% | 63% | 21%          |
| Provide resources necessary for their processes' improvement procedures?                                    | 19% | 54% | 27%          |

Table 2. Process Owners' consciousness.  
Source: PROCESOWCY.PL's own elaboration

# building engagement

Another, after conscious process ownership, efficiency factor in business process management implementation is involving the managerial staff (47% of our respondents say so).

In the previous edition we already pointed out to this effect, occurring also with initiatives other than implementing the concept of process management. Implementation effectiveness is higher in organisations where the board and managers reporting to them fully identify with the concept of process management and see it as a key tool for managing the company. Commitment to communication at each stage of the implementation is essential.

During the in-depth interviews we met, among others, with representatives from companies whose board members participated in most workshops where processes – even those at the bottom architecture level – had been defined and described. Such attitude from the board shows the employees that process management is important for the company. Of course everything depends on the organisational culture and employee-management relations. There are many companies where a board member appearing on workshops would cause paralysis and lack of openness in communicating the current state of processes and all encountered problems. In context of those organisations the question arises whether it makes sense to initiate process management implementation without changing attitudes and organisational culture.

The culture of continuous improvement is part of BPH Bank's DNA. Our everyday actions concentrate on two areas: effectiveness and productivity. Effectiveness means executing tasks in such a way that our efforts bring added value for our Customers. Productivity is to deliver this value in the optimal way. In this we are supported by a fully automated system of administrative information. We believe LEAN ensures a very good cooperation between all the Bank units and perceiving the process in a 'win-win' perspective. To signify the importance of process simplification we have introduced the 'EverydayLEAN' program in our Operations Division. This initiative is intended to engage both the employees and the management of the bank. Through this program we organise, among others, Managers Improvement Academy (TWI methodology and A3 report workshops), Change Leaders' School (training in effective use of the LEAN tools), LEAN Formula Grand Prix, where teams compete in implementing changes in processes. Every week we also hold the 'Become closer to the customer through simple processes!' meetings, during which employees share their ideas for improvement, inspiring each other to further implement changes, according to the principle: 'the higher we set the bar for ourselves, the better the process solutions we create'.



Sławomir Stasiak  
Executive Director  
Operations Division  
BPH Bank

Management involvement was identified as a success criterion in the quantitative survey, but in-depth interviews revealed that involvement and commitment require a broader look – also through the lens of ordinary workers' engagement.

Most of our interviewees say that the requirement for building engagement among employees (and, in turn, for the effectiveness of process management implementation) is openness in communication between managers and ordinary workers. Good examples to follow in this regard are companies which have implemented the Lean Management culture. In companies which associate Lean with attitudes rather than process improvement tools, usually the managers are in excellent relations with their workers – for instance, thanks to staying in GEMBA (the place where the process takes place). Managers of many 'classical' run organisations spend most of the time locked up in their offices, losing touch with reality and real problems. They can only be reached by reports and statements, based on which they build their perception. Meanwhile reality often looks different. This is known to managers who spend a significant part of their time in GEMBA with their team. Such attitude encourages openness in communicating the real state of processes and their problems. Leaders working this way thank their workers for reported problems, motivate them, do not give the solution to the particular problem, but guide them so that it is the worker who takes satisfaction from resolving the problem. This way engagement is built.

We decided that Lean would be one of the key methods allowing us to realise our primary goal – increase in customer satisfaction. Leaders we work with are aware that even if they do not usually have contact with the customer, it is the customer's needs and satisfaction that is most important for all of us. This awareness is an indispensable element of the changes our company has been undergoing for a couple of years.

From the beginning we were aware that on one hand Lean is a set of relatively easy-to-learn tools and techniques, on the other it is something much more difficult – an attitude that all employees must develop. So we decided on the very well-thought approach to 'infecting' the organisation with Lean – we successfully transmit knowledge by combining games and business simulations with theory. When supporting business initiatives we try not to begin cooperation with our internal clients by scaring them with Japanese terms for particular tools which will be used.

We focus mostly on defining the problem (and openness in communicating it), ideas for its resolution (and openness in listening to them) and building engagement to put those ideas to life.



Dorota Kosińska  
Quality Manager  
Lean Six Sigma Black Belt  
PZU Group

# process management and company strategy

Some respondents (12%) identify linking process goals with strategic goals as a success factor for implementing process management. Although the percentage of people pointing out to linking process goals with personal goals as a success factor is higher, in this chapter we have decided to focus on linking process goals with strategic goals, because we are observing that this connection's importance is growing very dynamically.

# 14%

Percentage of organisations in which at least 75% of process goals are correlated with the company's goals in a logical and understandable way.

It is very important – also in connection with engagement described in previous chapter – to know the business context of the workers' day-to-day tasks. Our interviewees confirm that the awareness of strategy, the company's purpose, its challenges and problems has a positive impact on building engagement. There are studies showing that the ability to influence the decisions made in the company is more motivating to employees than money.

# 17%

Percentage of organisations in which at least half of the employees know the company's strategic goals.

At CBRE Corporate Outsourcing searching for solutions giving our clients the most added value is written into the company strategy. While determining the rules of continuous improvement of our processes we developed a matrix of potential benefits which helps to evaluate and select the initiatives put forward by our employees. One of the evaluation criteria in the matrix is the initiative's effect on added value delivered to the customer through our processes. This criterion and our employees' big commitment to putting forward initiatives ensures that awareness of one of our main strategic goals rises systematically.



Wojciech Tatys  
Business Process Excellence Lead  
CBRE Corporate Outsourcing | EMEA GBS



# process management and control over employees and processes

Sadly, we have observed again that the number of people knowing their processes' measures is higher than the number of people knowing their processes' goals.

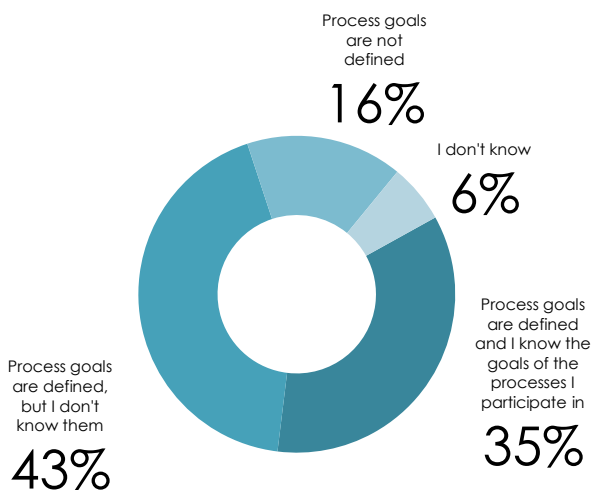


Fig. 15. Responses to the question: 'Are process goals defined and known in your organisation?' (responses given by people representing organisations at the 4th or 5th maturity level – 163 people out of 236)  
Source: PROCESOWCY.PL's own elaboration

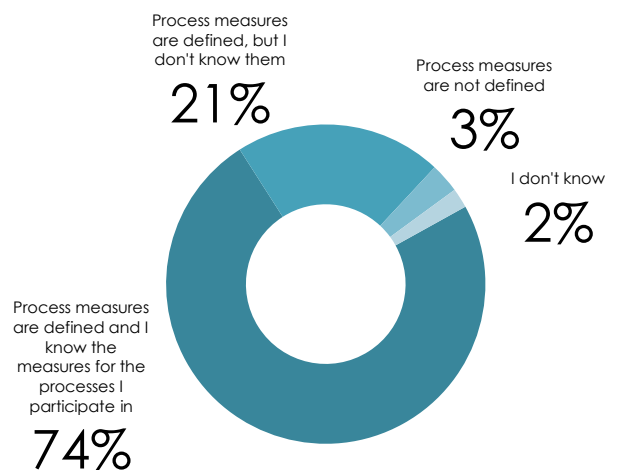


Fig. 16. Responses to the question: 'Are process measures defined and known in your organisation?' (responses given by people representing organisations at the 4th or 5th maturity level – 163 people out of 236)  
Source: PROCESOWCY.PL's own elaboration

In the survey's previous edition we have put forward the hypothesis supported by the in-depth interviews – process measures are not used in companies and institutions for verifying the progress of process goals' realisation, but to control the process' participants. The situation where actual value of a given measure differs from the expected value very often leads to seeking a person to blame rather than analysis and the solution of the problem.



The reasons for that are:

- Employees' unfamiliarity with the business context and strategy
- Emphasis on control of realisation of projected results
- Lack of openness in communication between ordinary workers and management

Consequently, the employees focus on reaching the desired values for particular measures. Exposing problems brings negative consequences. Because of that, a lot of energy is consumed on the proverbial 'painting the grass green' (creatively reaching values desired for particular measures), rather than reflection on perfecting the process that is clearly connected to company strategy.

Management through rewards and punishment, or the carrot and the stick, is worse than ineffective. It's counterproductive, brings effects opposite to desired ones – it strongly discourages positive action. Many organisations don't realise that the lack of reward is a punishment, so under the pressure of the bonus system employees work out of fear of not getting the bonus rather than happiness of receiving it. Positive internal motivation, our strongest driving force, is built by dignity-focused motivation. The feeling that what I do is important for someone, that I'm learning new skills, that I'm surrounded with partners whose support I can always count on and finally, that I can be proud of what I do, are the strongest incentives. It is confirmed by many studies (for instance, Gallup Institute's) as well as plentiful examples of companies achieving success thanks to skillful building of dignity-focused motivation.



Prof. Andrzej Blikle  
Mathematician, professor at Polish Academy of Sciences, member of European Academy of Sciences, former president of Polish Information Processing Society. From 1990 to 2010 chairman of the board at A. Blikle Sp. z o.o., master confectioner. President of the Family Enterprise Initiative association, honorary president of the Adam Smith Centre, member of the Council for the Polish Language.

# process management and customer satisfaction

We were very pleased by the observed correlation between customer satisfaction and business process management being used. In the survey we asked our respondents about customer satisfaction. Knowing that companies use various methods of measuring customer satisfaction (e.g. NPS), we defined the following two questions:

- Are external customer satisfaction surveys conducted in your organisation?  
[possible answers: yes, no, I don't know]  
What is the external customer satisfaction level in your organisation?  
(based on conducted surveys)  
[possible answers: customers are definitely satisfied, customers are rather satisfied, customers are rather unsatisfied, customers are definitely unsatisfied, I don't know customer satisfaction survey results]

| Maturity level  | Percentage of organisations (at this maturity level), whose customers are definitely satisfied |
|---|--|
| Level 5. Processes are measured and managed                           | 71%  |
| Level 4. Processes are defined, measured but unmanaged                | 54%  |
| Level 3. Processes are repeatable, defined, documented but unmeasured | 49%  |
| Level 2. Processes are repeatable but undocumented                    | 38%  |
| Level 1. Processes are accidental                                     | 20%  |

Table 3. Correlation between process maturity and customer satisfaction  
Source: PROCESOWCY.PL's own elaboration

The observed correlation shows that customer satisfaction directly increases with the organisation's process maturity. Based on this correlation we have put forward a hypothesis later confirmed during the in-depth interviews:

Most standards and best practices identify the customer as the centrepiece of process management. Until recently customer needs were only the basis for defining the product portfolio. Now process architecture (a sort of process portfolio) is largely defined through the lens of the customer – or, more accurately, through the lens of the stream of value generated for the customer. Also when analysing and improving processes one of the basic tasks is to determine if particular process steps bring value for the customer, are they simply a waste or are they a necessary waste, and then to aim for it to only consist of parts which bring value for the customer. This approach makes the whole company - including support teams – care about the customers' satisfaction, not just the employees directly in contact with them.

Allianz Group has an operational model defined at the global level, determining the basic principles of implementing the strategy in the operational functioning of particular companies. The model does not specify the course of particular business processes – each company in the Group defines them, taking into account the market reality and the organisational culture in the country where it's located. What is reflected are the principles defined in the operational model. One of the key principles is „The customer in the center of attention“. When determining particular processes we focus on value for the customer, on whether the process is designed optimally for their needs – even if there is no interaction with them within the process. Such approach requires a change in attitudes at every level of the organisational structure. Being aware of that, we have recently started using the Lean Management methodology, whose basic foundation is the voice of the customer..



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# the role of process management team

Functioning of an organisational unit responsible for maintaining process management is not a necessary requirement assigned to any of the defined process maturity levels. Among all our respondents 28% confirm having such a team as a separate organisational unit. As for respondents representing organisations at the highest level of process maturity – all of them (100%) confirm having a team responsible for process management.

Process management units are usually created as an element of process management implementation so the effectiveness of implementation cannot depend on whether or not such a unit functions within the company. However, during the in-depth interviews we have confirmed that organisations having a dedicated organisational unit find it much easier to keep the implemented standard of process management – for instance by performing periodical process inspections or by managing process documentation. Thanks to such actions, the organisation, having gone through the enthusiasm phase, still has functioning mechanisms that guarantee 'process discipline' and consequence in action.

The following tasks were listed as the process management team's responsibilities:

- Defining, updating and communicating the standards of process management
- Holding internal training sessions in process management
- Defining and communicating the rules of documenting processes
- Supporting other units in preparing process documentation in their field
- Approving process documentation prepared by other units
- Publishing process documentation prepared by other units
- Archiving process documentation prepared by other units
- Maintaining and developing the software for process modelling, publishing and archiving process documentation
- Conducting – together with other units – process measurements
- Preparing process measurement summary reports
- Planning and organisation of decision-making bodies which make their administrative decisions based process measurement results
- Passing process measurement summary reports to Process Owners and members of the aforementioned decision-making bodies
- Summarizing the aforementioned decision-making bodies' meetings
- Coordinating improvement/corrective actions
- Helping other units in performing improvement/corrective actions
- Planning process inspections
- Conducting process inspections

- Providing Process Owners with action recommendations after process inspections
- Coordinating the realisation of actions approved after a conducted process inspection
- Supporting the realisation of actions approved after a conducted process inspection

The format of Process Consulting Team in PZU can be compared to a consulting firm working for an internal customer that are the particular business areas of our organisation. Services we provide are based on the tools and methods originating from the classic business process management (BPM) and Lean philosophy. We are not restrictive with using them. When supporting our colleagues we always pick tools and methods for specific needs. We choose one approach for initiatives for building engagement and creativity among workers, another one for challenges aiming to bring quantifiable benefits for the company and yet another for implementations where processes are improved by introducing software tools (where we have to focus on defining, describing the processes and setting requirements for the tool based on them). What our actions have in common is that we teach to use the tools and management methods and develop the practice of independent pursuit of perfection, instead of suggesting specific solutions – we don't give the fish, we teach to fish. This approach guarantees employees identifying with the changes, the company, and in turn ensures that the changes are permanent. And changes are an indispensable part of present day's business reality.



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