Culture in Business Process Management

Theresa Schmiedel (nata Theresa Sinnl)
Institute of Information Systems, University of Liechtenstein

Advisors
Jan vom Brocke, University of Liechtenstein
Jörg Becker, University of Münster
Jan Recker, Queensland University of Technology
BPM adoption inevitably forces cultural change.

Cultural resistance is the main cause of BPM project failure.

The approach to BPM should fit the culture of the organization.

BPM culture incorporates the collective values and beliefs in regards to the process-centred organization.

RQ1: How can the role of culture in BPM be systematized?
RQ2: What are cultural factors facilitating BPM success?
Prior Work and Expected Contribution

prior work and expected contribution

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<td>• Process Management Social Networks</td>
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Rosemann & de Bruin (2005)
vom Brocke & Rosemann (2010)
## Prior Work and Expected Contribution

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vom Brocke & Sinnl (2011)
RQ1: How can the role of culture in BPM be systematized?

Methodology: Literature Review
How can the role of culture in BPM be systematized?

Results to Date and Preliminary Conclusions

Literature Review
RQ2: What are cultural factors facilitating BPM success?

Methodology: Delphi Study and Survey

RQ2a: Which organizational values are directly supportive of achieving BPM objectives?

RQ2b: How do [organizational values] influence BPM success?

Methodology:
- Delphi Study
- Survey
- Qualitative exploration
- Quantitative testing
- Theoretical findings
- Empirical data
RQ2: What are cultural factors facilitating BPM success?
What are cultural factors facilitating BPM success?

Delphi Study

Results to Date and Preliminary Conclusions

Which organizational values do you consider directly supportive of achieving BPM objectives?

- executing efficient processes
- executing effective processes

Customer orientation refers to the proactive and responsive attitude towards the needs of process output recipients.

Excellence refers to the orientation towards continuous improvement and innovation to achieve superior process performance.

Responsibility refers to the commitment to process objectives and the accountability for process decisions.

Teamwork refers to the positive attitude towards cross-functional collaboration.
What are cultural factors facilitating BPM success?

Survey

How do customer orientation, excellence, responsibility, and teamwork influence BPM success?

1. Scale development ➔ current work
2. Pre-test
3. Pilot test
4. Field survey

Recker & Rosemann 2010
Thank you!