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Appendix

Variables	Questions
<i>(1) Assessors</i>	
<i>(1.1) Assessment unit</i>	
	Q1. How many organizations must be included in the assessment? <ul style="list-style-type: none"> • One, i.e. the maturity model mentions a single organization • More, i.e. the maturity model mentions more organizations
<i>(1.2) Lead assessor</i>	
	Q2. Must the assessment be lead by an independent person? More options are possible. <ul style="list-style-type: none"> • No • Yes, without certification of the assessment results • Yes, with certification of the assessment results
<i>(1.3) Assessors and respondents</i>	
	Q3. Must people from outside the assessed organization(s) be included as respondents? <ul style="list-style-type: none"> • No • Yes
<i>(2) Assessment method</i>	
<i>(2.1) Data collection technique</i>	
	Q4. How must information be collected? More options are possible. <ul style="list-style-type: none"> • Objectively, e.g. by document reviews. • Subjectively, e.g. by questionnaires, interviews, observations.
	Q5. How many questions must be maximally answered in a particular assessment? <ul style="list-style-type: none"> • 1-20, i.e. twenty questions or less • 21-50, i.e. between twenty-one and fifty questions • ≥ 51, i.e. more than fifty questions
	Q6. Which type of data must be collected? More options are possible. <ul style="list-style-type: none"> • Qualitative, i.e. with open questions or with nominal or ordinal rating scales • Quantitative, i.e. with discrete, interval or ratio rating scales
<i>(2.2) Calculation</i>	
	Q7. If maturity levels are applicable (Q16: staged architecture), must the resulting maturity level be directly observable (e.g. the exact or lowest score on assessment questions), or indirectly (i.e. requiring calculations or statistical formula)? More options are possible. <ul style="list-style-type: none"> • Directly • Indirectly
	Q8. Idem Q7, but for capability levels (applicable if Q16: continuous architecture)

Variables	Questions
<i>(2.3) Representation</i>	
	<p>Q9. If maturity levels are applicable (Q16: staged architecture), how must the calculated maturity level be displayed? More options are possible.</p> <ul style="list-style-type: none"> • Textually (e.g. ‘defined’ or ‘quantitatively managed’) • Numerically (e.g. 3, or 3.7, or 67%) • Graphically • Matrix, i.e. table with questions in the rows, levels in the columns, explanations in the cells.
	<p>• Q10. Idem Q9, but for capability levels (applicable if Q16: continuous architecture)</p>
<i>(3) Improvement method</i>	
<i>(3.1) Capability areas and domains</i>	
	<p>Q11. Which capability areas must be primarily assessed and improved?</p> <ul style="list-style-type: none"> • BPM maturity, i.e. primarily focusing on business process modeling, deployment, optimization and management (e.g. for team initiatives) • BPO maturity, i.e. combining BPM maturity with a process-oriented culture and structure (e.g. for top management initiatives)
	<p>Q12. How many business processes must be assessed and improved? More options are possible.</p> <ul style="list-style-type: none"> • One, i.e. a single business process or sub process • More, i.e. more than one, but not all business processes. Assessment questions deal with a particular business domain or value chain and their (sub) processes • All, i.e. all business processes in the involved organization(s) or supply chain. Assessment questions focus on how the organizations deal with business processes in general
<i>(3.2) Lifecycle levels</i>	
	<p>Q13. What must the labels of the lifecycles indicate? More options are possible.</p> <ul style="list-style-type: none"> • Business process optimization E.g. from ‘initial’, to ‘managed’, ‘standardized’, ‘predictable’, and ‘innovating’ processes • Business process management E.g. from ‘BPM initiation’, to ‘BPM evolution’, and ‘BPM mastery’ • Business process integration E.g. from ‘ad hoc’, to ‘defined’, ‘linked’, ‘integrated’, and ‘extended’ processes
	<p>Q14. To which extent must the lifecycles take into account possible relationships between individual organizations?</p> <ul style="list-style-type: none"> • No notion, i.e. all lifecycle levels are limited to one organization E.g. from ‘initial’, to ‘managed’, ‘standardized’, ‘predictable’, and ‘innovating’ processes • Highest levels, i.e. as from the highest levels, external relationships are taken into account E.g. from ‘ad hoc’, to ‘defined’, ‘linked’, ‘integrated’, and ‘extended’ processes • All levels, i.e. as from the lowest levels, external relationships are taken into account E.g. from ‘ad hoc’, to ‘planned’, ‘aware’, and ‘reflexive’ collaboration
<i>(3.3) Architecture</i>	
	<p>Q15. Must a road map be defined per capability area and/or overall maturity? More options are possible.</p> <ul style="list-style-type: none"> • Continuous, i.e. capability levels exist and are linked to each capability area separately. • Staged, i.e. maturity levels exist and are linked to all capability areas together.
	<p>Q16. How much guidance must the road map give on your journey towards higher maturity levels and/or capability levels?</p> <ul style="list-style-type: none"> • Descriptive, i.e. the road map is limited to a high-level description, without criteria. • Implicit prescriptive, i.e. the road map has criteria interwoven in the assessment questions • Explicit prescriptive, i.e. the road map has a separate list of criteria