

From BPM Maturity Assessment to Capability Roadmap: Lessons from a Global Manufacturing Company

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Abstract

Many organizations acknowledge the strategic relevance of Business Process Management (BPM), yet translating this awareness into tangible, measurable business value remains a challenge. This is particularly evident in global manufacturing organizations, where BPM is often introduced as part of large transformation programs, such as ERP implementations. However, these companies rarely follow a clear plan for developing BPM capabilities in a sustainable way. This paper presents a real-world case study from a Swiss-headquartered global manufacturing company. It explains how a structured BPM maturity assessment framework developed by Innflow AG (IFL), comprising 60 assessment questions across key BPM capability areas, can guide the development of the BPM function. Combined with a collaboratively defined To-Be maturity target and a structured roadmap, the framework offers a practical pathway towards process excellence. The results provide insights into BPM capability development in manufacturing companies and contribute to both BPM practice and applied research. Future work will extend the application of the IFL Maturity Model to multiple organizations and industries to validate its robustness and identify potential context-specific adaptations.

Keywords

Business Process Management, Maturity Assessment, Capability Roadmap, Case Study

1. Introduction

Global manufacturing organizations are under constant pressure to digitalize, harmonize and improve their business processes while adapting to evolving market conditions. Business Process Management (BPM) can support these efforts by creating transparency, governance, measurement, and continuous improvement mechanisms for end-to-end processes [1]. However, in practice, many companies struggle to translate BPM from a broad concept into concrete organizational capabilities.

Although the literature offers numerous maturity models and capability frameworks that specify key BPM capability areas, such as strategic alignment, governance, IT, methods, culture, and people [2, 3, 4, 5], practitioners often find it difficult to apply these academic insights in practice [6]. Systematic reviews further indicate that many BPM maturity models provide merely a score, lack sufficient empirical validation and provide limited guidance for practical application [7, 8]. Additionally, existing models are often too generic and insufficiently adaptable to changing business requirements [9, 10]. Recent research argues also that BPM maturity assessments should be more closely integrated with BPM implementation and capability development [10].

Building on the literature on BPM maturity models and BPM capability development, the paper presents an industry case study executed at a Swiss-headquartered global manufacturing company operating in the industrial automation sector. To preserve organizational confidentiality, the company name, site names, and names of affiliated group companies are not disclosed. In the study we applied a structured BPM maturity assessment approach developed by Innflow AG (IFL), centered around the IFL BPM Maturity Model as its main diagnostic instrument. The model draws on existing BPM maturity frameworks but extends them by operationalizing generic BPM capability areas into 60 concrete assessment questions and 300 statements. These questions are designed to support practitioners in reflecting on the organization's current maturity state, defining a desired target, identifying capability gaps, and translating these gaps into actions.

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This paper contributes to BPM research and practice by showing how a structured maturity assessment can make BPM capability gaps visible, support As-Is/To-Be prioritization, and translate results into a practical development roadmap. In doing so, the paper responds to calls for more empirical and actionable BPM maturity model applications and contributes practical insights into the role of BPM maturity assessment in ERP-driven transformation.

The remainder is structured as follows. Section 2 presents the general organizational context and the specific situation of the case company. Section 3 introduces the IFL BPM Maturity Model and the corresponding assessment procedure. Section 4 describes the application of the model in the case company. Section 5 discusses the results, including the As-Is maturity level, target maturity goals, and the proposed development roadmap. Finally, Section 6 concludes the paper by outlining its limitations and suggesting directions for future research.

2. The Need for a Structured BPM Maturity Baseline

2.1. General situation: organizations “do BPM” but lack direction

Becoming a company with a mature BPM is not merely a matter of having process documentation, state-of-the-art modelling tools, or approval workflow to manage process changes. The real maturity is reflected in a coherent set of organizational capabilities, including strategic alignment, governance, methods, information technology, people, and culture [3]. BPM maturity assessments are therefore described as holistic instruments for evaluating and improving business processes and process-related capabilities [2, 8, 7]. Since an inaccurate diagnosis may misguide managerial actions, selecting an appropriate assessment tool is important for sustainable organisational development [11].

In the context of ERP transformation, an understanding of one’s own BPM maturity becomes even more critical. ERP programs typically require process harmonization, standardization, and clear decisions regarding global versus local variants [12, 13, 14]. However, if the organization has no shared baseline, the transformation can expose and amplify existing weaknesses. Instead of being driven by a clear business process logic, all efforts risk becoming primarily system-driven, and irrelevant in the long run.

2.2. Situation at the case company

The subject of our study is a Swiss-headquartered global manufacturing company operating in the industrial automation sector. The company belongs to a group that includes several sites, business units, and legally separate organizations located in different regions. The BPM initiative started at one local site within the group. It is sponsored by the Site Manager, who acts as the local COO. The BPM-related role sits within the Quality department. In addition, informal process champions from Sales, Service, and other business areas contribute to process-related activities. However, their involvement is not formally allocated, and the emerging BPM organization remains largely virtual and unofficial. As a result, BPM currently depends on local commitment, individual initiative, and cross-functional goodwill rather than on clearly defined roles, responsibilities, and decision-making structures.

This local and informal setup becomes particularly relevant considering the company’s global footprint, multi-site operating model, and ongoing ERP transformation. Prior research on SAP S/4HANA implementation in manufacturing shows that such transformations can act as a driver for process standardization across multiple companies and locations [13, 14]. At present, despite ongoing ERP transformation, all process work at the case company is mostly driven by immediate project needs rather than by a structured BPM capability development logic. This creates uncertainty about current maturity, the requirements, constraints and the right prioritization of improvement actions. For this reason, the company reached out to us to help them establish a transparent As-Is baseline, define a realistic To-Be ambition, identify capability gaps, and translate these into a prioritized roadmap. The aim is to build a functioning BPM approach at the site level, demonstrate its value, and create a foundation

Table 1
Structure of the IFL BPM Maturity Model

Factor	Subfactor	Assessment coverage	TG
Culture	Commitment to Improvement & Learning	Improvement, innovation, accountability	A,B,C,E,I
	Process Thinking & Collaboration	Collaboration, communication, standards	A,B,C,E,I
	Reward & Recognition	Recognition, feedback	B,C,E,I
Governance	BP Roles & Responsibilities	Ownership, RACI, BPM champions	A,B,C,E
	Frameworks, Policies & Compliance	Policies, standards, compliance	A,B,C,E
	Oversight	Performance review, governance	A,B,C
IT	Data / Information Quality	Data quality, terminology, security	A,B,C,E,I
	Tools	BPM tools, analytics, integration	A,B,C,E,I
Methods	Benchmarks	External benchmarking	A,B,C
	Process Analysis & Measurement	Analytics, monitoring, KPIs	A,B,C
	Process Design & Modelling	Process modelling	A,B,C,E,I
	Process Improvement	Improvement methods, ROI	A,B,C
People	Training Programs & Awareness	Training, competencies, awareness	A,B,C,E,I
Strategic Alignment	Process Architecture	Architecture, dependencies, alignment	A,B,C
	Process Execution & Strategy Alignment	Strategy alignment, performance	A,B,C
	Top Management Support	Leadership, budget, resources	A,B,C

Target Group (TG): A - C-Suite; B - Mid-management; C - Process Owners; I - IT; E - Employees.

that could later support a broader rollout across other sites, organizational units, and companies within the group.

3. Method and Assessment Approach

To assess the BPM maturity of the client organization, we applied the proprietary IFL BPM Maturity Model. The model builds on established BPM maturity research and is organized around six capability factors: strategic alignment, governance, methods, information technology, people, and culture. Each factor is further decomposed into subfactors that represent more specific BPM capabilities and make the assessment more operational and practice oriented. This decomposition is consistent with recent BPM literature that treats BPM maturity as a bundle of various interrelated capabilities that include flexibility, digital enablement, process innovation, analytical strength, and the ability to balance operational efficiency with continuous improvement management [15, 4, 16, 17].

The model is implemented through a structured questionnaire consisting of 60 questions, with each factor represented by approximately 8 to 12 questions. The questions do not focus only on the existence of BPM artefacts, such as process documentation or governance structures, but also address their effectiveness, integration, and practical use within the organization. Each question is evaluated on a five-point maturity scale, where level 1 represents initial or ad hoc practices and level 5 represents optimized and continuously improved practices. The assessment is enabled through the use of 300 detailed maturity statements. Therefore, instead of asking respondents to interpret abstract concepts such as “governance” or “process-oriented culture”, and assign values from 1 to 5, these statements describe observable practices at each maturity level. For each factor and subfactor, the model also defines a target respondent group. This supports a context-sensitive interpretation of BPM maturity, which is consistent with recent work arguing that assessment criteria should reflect the organization’s actual process context and strategic goals [11].

The six capability factors of the IFL BPM Maturity Model—strategic alignment, governance, methods, information technology, people, and culture—are adopted from the Delphi-based BPM maturity model of

Table 2Anchored maturity scale for the subfactor *Process Analysis & Measurement*

Level	Anchored maturity statement
1 – none	The organization has no process metrics or formal performance frameworks (KPIs) to track process performance.
2 – low (As-Is)	Basic process metrics and some KPIs exist, but are not consistently applied or tracked at the operational or strategic level; tracking of process performance is limited.
3 – moderate	Metrics and KPIs are implemented; process performance is systematically tracked at both operational and strategic levels, although some gaps remain.
4 – high (To-Be, 1 yr)	Process performance is systematically tracked using clearly defined metrics and KPIs, with quantitative data analysis at both operational and strategic levels.
5 – very high	Advanced, continuously refined metrics and KPIs are used to proactively monitor and analyze performance for continuous improvement and goal alignment.

de Bruin and Rosemann [18, 2], whose factor set is well established in the BPM maturity literature [3, 5]. Building on this foundation, the subfactors, the associated 60 questions and 300 level statements were developed by the authors and refined through several internal validation loops with a panel of ten senior Innflow consultants. Each consultant has more than ten years of client-advisory experience in areas including supply-chain planning and optimization, organizational change management, master-data management, business process management, project management, and data analytics.

The assessment procedure consists of three steps. First, the current BPM maturity level is assessed using a survey-based questionnaire to establish an As-Is baseline across all capability factors and subfactors. Second, the desired target state is defined based on the company's context, transformation objectives, and existing constraints, typically in a workshop setup. Third, the gap between the current and desired maturity levels is translated into prioritized improvement areas and a BPM development roadmap. In addition to current and target maturity levels, our procedure allows respondents to indicate the expected development timeframe for each assessed capability. This helps distinguish short-term improvement opportunities from long-term needs. In this way, the approach supports not only maturity diagnosis, but also interpretation, prioritization, and roadmap development [11, 19].

A simplified version of the approach had previously been used in approximately five pre-sales engagements. In those cases, the assessments consisted of a facilitated discussion of the current and target maturity of the organization, without the use of the questionnaire or detailed maturity statements. The present study is the first full application of the complete statement-based instrument. Table 1 summarizes the structure of the IFL BPM Maturity Model, including its factors, subfactors, key assessment topics, and target respondent groups.

3.1. From Statement-Level Assessment to a Roadmap Entry: An Illustrative Example

To make the assessment logic more concrete, we illustrate the process by tracing one subfactor from assessment to roadmap entry. For the subfactor *Process Analysis & Measurement* within the *Methods* factor, respondents assess the organization using the anchored five-level scale shown in Table 2. Each level is described by a statement describing observable practices rather than by an abstract label.

In the facilitated workshop, the current state is assessed as As-Is level 2: basic KPIs existed but were neither consistently applied nor systematically tracked. For the one-year horizon, the target can be defined as To-Be level 4, i.e. systematic, quantitatively supported performance tracking at both operational and strategic levels. This results in a development gap of two maturity levels, which is translated into staged work packages, as summarized in Table 3. Reaching Level 3 first establishes the foundation for systematic measurement through WP-M-4 and WP-M-5. Progressing to Level 4

Table 3

Decomposition of the two-level gap into prioritized roadmap work packages for the example subfactor.

Step	Effort	Work package and key activities
L2 → L3	5–8 d	WP-M-4 – KPI design & definition: KPI design workshop per core process (goal hierarchy, leading/lagging, operational vs. outcome); definition of measurement methodology, data sources, and responsibilities (process owners, Controlling).
L2 → L3	1–4 d	WP-M-5 – Control loops & KPI catalog: monthly review and quarterly deep-dive with root-cause procedure; KPI catalog (definition, formula, unit, thresholds, owner).
L3 → L4	4–8 d	WP-M-6 – Performance tracking: operational and management dashboards with alerting; integration of KPIs into the OKR / management-steering system.

then adds tool-supported and integrated performance tracking through WP-M-6. The corresponding deliverables include a KPI catalog; a review operating model covering calendar, agenda, roles, and templates; operational and management dashboards with an alert concept; a measurement and data-quality methodology guide; and a quarterly management-review package. This example illustrates how a single anchored assessment statement can be translated, through an explicitly defined maturity gap, into a concrete effort-estimated roadmap.

4. Execution of the BPM Maturity Assessment at the case company

The BPM maturity of the client organization was assessed using the above-mentioned model and questionnaire, supported by multiple data collection and validation formats, structured expert workshops and targeted stakeholder interviews to ensure organizational alignment and methodological robustness. A key principle of the execution was consensus-based scoring. Rather than collecting isolated individual ratings and aggregating them into average scores, maturity levels were jointly discussed and agreed upon in facilitated workshop settings. This approach helped ensure that the results reflect a shared organisational understanding of BPM maturity and reduced biases stemming from isolated viewpoints. At the same time, the discussions revealed differences in how BPM practices were perceived across functions, providing additional insights into alignment issues, communication gaps, and inconsistent use of BPM-related tools and methods.

The IFL Maturity Matrix, presented in Figure 1, summarizes the detailed results of the assessment. The line represents the assessed maturity score for each factor, thereby visualizing the organization's BPM maturity profile. Lower maturity levels (1 and 2) indicate fragmented, informal, or ad hoc practices. In contrast, higher maturity levels (4 and 5) refer to practices that are systematically implemented, measured, digitally supported, continuously improved, and strategically integrated. The matrix therefore provides a concise overview of maturity strengths and weaknesses across the assessed BPM factors.

Following the As-Is assessment, the desired To-Be maturity targets were defined collaboratively with the same stakeholder group. This step explicitly considered the ongoing ERP transformation, organizational priorities, available resources, and practical dependencies. During this phase, it became apparent that some initial expectations were overly ambitious, as stakeholders tended to aim for full optimization, corresponding to level 5, across several capability areas within a short timeframe. Through facilitated discussion, dependency analysis, and prioritization, these ambitions were recalibrated towards more realistic and achievable targets. This resulted in a differentiated target maturity model across three development horizons: 1, 2, and 3 years. The recalibration process highlighted the importance of aligning maturity ambitions with underlying enablers such as data availability, system integration, and organizational readiness.

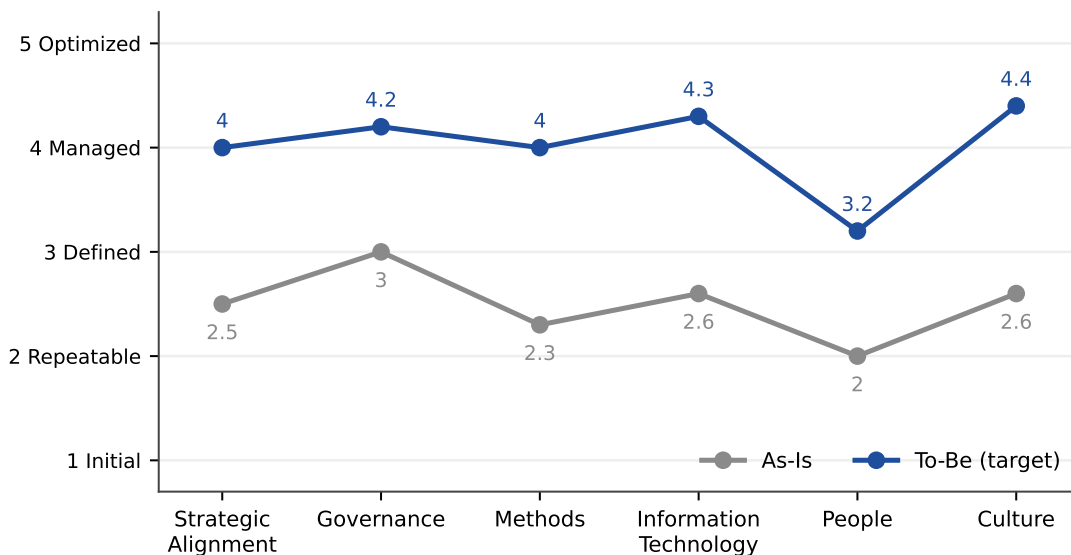


Figure 1: IFL Maturity Matrix: BPM maturity profile of the case company at factor level, showing the assessed As-Is state and the collaboratively defined To-Be target.

The gap between the assessed current state and the desired target state was calculated as a development delta for each capability area. In several dimensions, including process analysis and measurement, benchmarking, and cross-functional collaboration, the deltas reached up to two to two and a half maturity levels, indicating substantial capability gaps. These deltas served as the primary input for identifying priority areas and deriving concrete improvement initiatives.

The assessment was therefore not treated as a purely diagnostic exercise, but as a facilitated transformation activity linking maturity evaluation to actionable outcomes and improvement planning. This reflects recent calls to embed maturity assessments as an active element of BPM implementation rather than treating them as isolated diagnostic exercises [10, 11].

5. Results and development roadmap

Figure 1 presents the As-Is (grey line) BPM maturity profile of the case company and the desired To-Be state (blue line). Overall, the organization was positioned between level 2 (“repeatable”) and level 3 (“defined”), indicating that BPM-related practices were already present, but not yet systematically managed, measured, or consistently applied across the organization [10, 2]. Initial governance structures, process documentation, and selected BPM roles were in place, but they were not consistently embedded in decision-making, performance accountability, or end-to-end process ownership. Process models were often created for specific initiatives, such as ERP transformation, but were not maintained as continuously managed organizational assets.

The largest weaknesses were identified in data quality, process performance management, and cross-functional integration. Although process-relevant data existed in different systems, its quality, consistency, and accessibility were insufficient to support reliable end-to-end transparency. As a result, process steering remained largely experience-based rather than data-driven, with limited use of standardized KPIs, dashboards, and analytical methods. From an organizational and cultural perspective, BPM remained fragmented and locally driven: processes were mainly managed within functional silos, while continuous improvement initiatives were not yet embedded into an organization-wide improvement system. This indicates a state of structural readiness without corresponding operational effectiveness, which is consistent with literature suggesting that BPM artefacts create value only when actively embedded in management routines and decision-making processes [8, 5].

The To-Be maturity profile was defined as a differentiated and time-phased ambition rather than

Table 4

Phased development roadmap: objective and representative initiatives per horizon.

Horizon	Objective	Representative initiatives
Short-term (0–12 months)	Establish foundational capabilities; stabilize governance and process transparency	Process KPIs and dashboards, data governance, BPM decision bodies, role clarification, modelling standards
Mid-term (12–24 months)	Scale core capabilities towards level 4 (“managed”)	Formal BPM governance, standardized process architecture, central process repository, ERP and analytics integration
Long-term (24–36 months)	Selective optimization, especially culture and continuous improvement	Process communities, improvement incentives, knowledge-sharing formats, advanced process analytics

a uniform move towards level 5. Short-term priorities focus on stabilizing core BPM capabilities, particularly governance, process transparency, and initial data-driven process management. The mid-term target represents the main transformation objective, with most dimensions expected to reach level 4 (“managed”) through formal BPM governance, clearer decision rights, standardized process architecture, process KPIs, dashboards, and stronger cross-functional ownership. Long-term targets introduce selective optimization, especially in culture and continuous improvement. This staged ambition reflects the dependency of BPM capability development on prerequisite enablers such as data quality, system integration, and organizational readiness [20], and follows the recommendation to focus on relevant drivers of change rather than uniform optimization across all maturity dimensions [9]. Based on the identified maturity gaps, a structured BPM development roadmap was developed. It translates the As-Is and To-Be assessment results into prioritized work packages and therefore supports one of the core functions of the maturity models: moving from diagnosis to targeted capability development [2, 5]. The roadmap is organized into four transformation streams: data and process performance management, governance and BPM operating model, methods and tools, and culture, people, and capability building. The first stream addresses process KPIs, dashboards, data governance, and improved data quality. The second focuses on BPM decision bodies, role clarification, process ownership, and integration with strategic transformation programs. The third includes modelling standards, a central process repository, BPM tool consolidation, and integration with ERP and analytics platforms. The fourth covers role-specific BPM training, process communities, knowledge-sharing formats, incentives for improvement, and stronger cross-functional collaboration. Table 4 summarizes how these streams are sequenced across the three development horizons.

Figure 2 visualizes the As-Is and To-Be maturity levels for each subfactor, ordered by the size of the resulting development gap. The largest deltas of about two maturity levels are observed in Process Analysis and Measurement, Benchmarks, Process Execution and Strategy Alignment, and the cultural subfactors Process Thinking and Collaboration and Reward and Recognition. The roadmap translates these gaps into a phased development logic across three horizons: short-term initiatives (0–12 months) establish foundational capabilities, mid-term initiatives (12–24 months) scale BPM capabilities towards level 4, and long-term initiatives (24–36 months) focus on selective optimization. This phased approach ensures that development is both manageable and sustainable, while maintaining alignment with broader organizational transformation initiatives. It also reflects the dependency between capabilities, where foundational elements must be established before advanced capabilities can be effectively implemented.

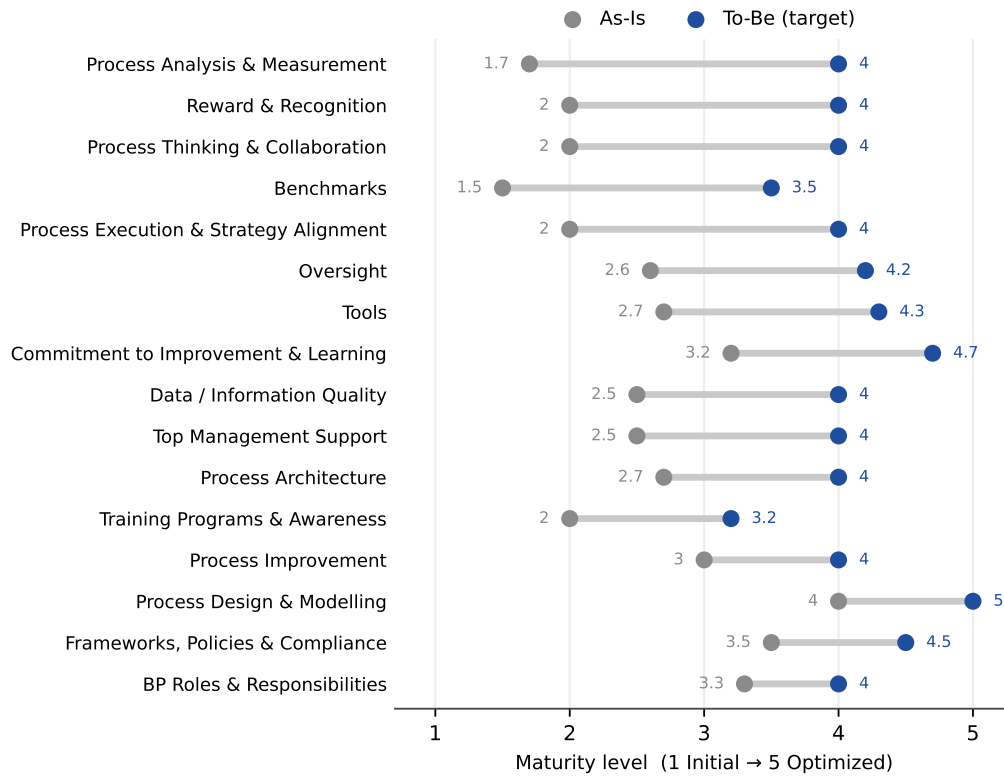


Figure 2: Development gaps per subfactor, ordered by gap size. Each row shows the assessed As-Is level and the defined To-Be target; the connecting bar represents the development delta that the roadmap addresses.

6. Discussion and Conclusion

The results of this study provide several insights into BPM capability development in manufacturing organizations and contribute to both BPM practice and applied research. The study shows that the main challenge in the analysed company was not the absence of BPM practices, but their fragmentation and limited integration into management routines. Governance structures, process documentation, and selected BPM roles were already present, but they were not consistently used for decision-making, performance management, or end-to-end process ownership. This confirms that BPM artefacts create value only when actively embedded in organizational practice [8, 5]. The largest gaps were observed in data-driven process management and cultural dimensions such as collaboration and continuous improvement. This aligns with the broad consensus in BPM research that cultural enablers consistently rank among the most critical yet the most difficult to develop BPM capabilities [5, 11]. This suggests that BPM transformation requires a holistic approach that combines structural, technological, and behavioural change, rather than focusing solely on methods or tools.

The findings also show that BPM maturity development should not be treated as a linear progression towards level 5 across all dimensions. Initial ambitions had to be recalibrated once organizational constraints, capability dependencies, resources, and implementation capacity became visible. The resulting target model pursued level 5 selectively, while most capabilities must be developed incrementally. This highlights the importance of dynamic target setting, dependency awareness, and iterative alignment in BPM transformation [20, 9, 11]. From a practical perspective, the study demonstrates that As-Is maturity assessment can support BPM transformation when directly linked to target-state definition and roadmap development. This enables organizations to translate maturity gaps into concrete and actionable initiatives.

Since the results presented are based on a single case study in a manufacturing context, the generalisability of the findings to other industries and organisational settings is significantly limited. The results remain also dependent on the perceptions and interpretations of the participating experts. Furthermore,

as the assessment represents a one-time evaluation, it does not allow for the observation of BPM maturity development over time.

Future work should therefore focus on extending the application of the method to multiple organizations and industries to validate its robustness and identify potential context-specific adaptations. In addition, a longitudinal perspective is required to assess whether the implementation of the roadmap derived leads to measurable improvements in BPM maturity. Establishing such a feedback loop would enable the transformation of maturity assessment from a diagnostic instrument into a continuous improvement mechanism.

Declaration on Generative AI

The authors have not employed any Generative AI tools.

Conflict of Interest

The authors are employed by Innflow AG, the consultancy that developed the IFL BPM Maturity Model applied in this case study. The assessment was conducted as part of a client engagement. The authors declare no other competing interests.

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