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Process management tasks and barriers: functional to processes approach

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Lucia Aparecida da Silva, Ieda Pelogia Martins Damian and
Silvia Inês Dallavalle de Pádua

*College of Economics, Business and Accounting, University of São Paulo,
Ribeirão Preto, Brazil*

Abstract

Purpose – Migration from the traditional management model to the BPM (business process management) approach results in improved process performance. In order to promote BPM, it is necessary to have an organizational approach that defines the necessary tasks of the processes' project, day-to-day execution, and learning-related tasks. In this aspect, there are difficulties and barriers to be confronted in a different way through organization. The purpose of this paper is to analyze the importance attributed to the tasks necessary for process management considering the way the management of these tasks and barriers found in order to change from functional management to process oriented management.

Design/methodology/approach – A case study was developed on two companies from the services sector. In-depth interviews with managers from the companies studied were conducted.

Findings – It was identified that these companies found themselves at different levels of transition from the functional management process to process oriented management and that people and organizational cultures are presented in both organizations as the main barriers to changes within this management model.

Research limitations/implications – This research is based on a broad bibliographical base in opposition to the limited capacity of empirical validation.

Originality/value – The paper describes an empirical case study which refers to BPM tasks and to the barriers that will be transposed in order to promote business process management. The research investigates which BPM tasks are executed and the importance of each task and even the barriers against changing the management.

Keywords Business process management, Business process, Process task, Barriers in process management, Process management, Change management

Paper type Case study



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1. Introduction

Constant changes and growing competition are part of the every company's reality, regardless of the productive sector, size or location. There is a tendency for companies to opt for a process oriented management process instead of the traditional functional approach due to factors such as: an increase in the frequency of ordered products; the need for rapid transfer of information; rapid decision-making; the need to adapt to demand changes and a constantly increasing number of international competitors (Seethamraju and Marjanovic, 2009).

Neubauer (2009) highlights other challenges that companies have been facing recently, such as constant changes in business requirements, shortened product life cycles, and the pressure of rising costs.

In this way, along with internal transparency, in an economically changing market scenario, it is one of the ways of dealing with the challenge of improving the business processes of the company in order to optimize performance (Trkman, 2010). In this sense, Trkman (2010) stated that the organizations' focus must be the core processes which are those that deliver value to the customers.

For Neubauer (2009) and McCormack *et al.* (2009), business process management (BPM) enables companies to achieve quick organizational adaptation. Liu *et al.* (2009) reported that BPM allows organizations to create dynamic collaborations and flexibility to synergistically adapt to changing global market conditions. BPM provides the development and continuous improvement of organizational strategies and makes companies focus on generating value for the customer and still improve performance (McCormack *et al.*, 2009).

Houy *et al.* (2010) conducted a survey in order to provide an overview of BPM research evolution and concluded that the increasing number of articles published in journals and conferences on the subject and the institutionalization of program degrees specializing in BPM at several universities proves that the BPM is not a fad, but a tendency to evolve into the science of administration.

In this sense, Paim *et al.* (2008), argue that BPM is a very broad object of study, therefore developed a study to define the tasks necessary for process management, considering a broad conceptual and practical view. The understanding of the tasks clarifies what your relationship is and why they are necessary to promote the BPM. The tasks were divided into three groups: those necessary for the processes project, managing the execution of day-to-day processes and those related to the promotion of learning.

Neubauer (2009) states that, although BPM is among the most important management issues because it allows companies agile adaptation to changing business requirements, only a very small number of firms follow a holistic approach and reached the status of an organization focused on process.

According McCormack *et al.* (2009), advancing in the management of business processes, the organization will have better control of their results, better prediction of goals, cost and performance; become more efficient in achieving set goals and improving management's ability to propose innovations. However, on the one hand, the migration model for the functional management process oriented management results in improvements in process performance, while on the other hand it promotes an increase in management complexity. Thus, there may be restrictions or barriers to overcome for successful implementation of this new management model.

These barriers can be linked to the segment, people or company. The main barriers are found in the literature: issues related to technology, the same organizational culture, lack of knowledge of the processes concept, little integration between the methodologies, techniques and tools employed in various areas of business, lack of basic culture of process oriented management for the entire organization, lack of leadership and direct involvement of the executive staff, lack of incentives and rewards to encourage the adoption of new processes, lack of resources essential to BPM or the mismanagement of these resources (Antonucci *et al.*, 2009; Bandara *et al.*, 2005, 2007; Trkman, 2010).

According to Jeston and Nelis (2006), Trkman (2010) and Neubauer (2009), the popularity and significance of BPM leads to the question of how organizations are performing the tasks of BPM and what barriers are faced in changing the functional approach to an approach focused on processes.

Since there are a lack of empirical studies on how organizations are developing BPM tasks (Paim *et al.*, 2008) and there are few studies that show the barriers faced in processes management, the overall objective of this paper is to analyze the importance attached to tasks necessary for the management of processes considering how to manage these tasks and the barriers encountered in the change from functional management to process oriented management.

In order to achieve the objective of this study, initially, a literature review was performed, a literature review to learn the fundamental concepts and tasks related to BPM and the barriers faced by companies promoting BPM. In-depth interviews were conducted with managers of two service companies. After collecting the data, qualitative analysis was performed this enabled the attainment of those goals.

Given the importance of what was discussed above and due to the lack of studies that address processes as stated by Trkman (2010), this work aims to bring contributions to professionals as well as academics, in regards to the transition from functional management to process oriented management and the transposed barriers to BPM promotion. The main contribution for project managers promoting BPM is in supplying basic theory for the BPM tasks and their main barriers. Based on this understanding it will be possible to create initiatives for eliminating them from the start. For academic researchers, this study will contribute to emphasize the barriers against the promotion of BPM and even with respect to the importance of the BPM tasks which are evaluated within those organizations being studied.

2. Theoretical reference

2.1 Business process management

BPM is not only about designing, developing and executing business processes, but also considering the interaction between these processes, managing, analyzing and optimizing them (Kohlbacher, 2010). Jeston and Nelis (2006) add that BPM can be defined as a holistic practice where factors such as organizational management understanding and involvement of the top of the organization, clearly defined roles, adequate technical, well-trained people and a culture receptive to processes business are essential to obtain the desired result. In different ways, Antonucci and Goeke (2011) argue that there is still no universally accepted definition of BPM; however, experts generally agree that BPM has evolved from a systems orientation (technology) to a management practice in which the company has its process-centric and customer-focused organization, with goals, people and technology integrated in both the operational and strategic activities. Therefore, for these authors, BPM is a discipline that integrates information technology (IT) and knowledge of business processes in order to transform individual efforts into activities that offer integrated, measurable strategic and operational competitive advantages in order to obtain a holistic view of planning and management of end-to-end business processes of the organization. However, Ravesteyn and Batenburg (2010) point out that the organizations at the start of a project to promote BPM, should realize that this is not an IT project. In this sense, Trkman (2010) states that BPM can help in implementing a strategic program, allowing better match between organizational strategy and business processes of the company. However, changing the approach to operational management of the company to a process oriented management approach involves defining the responsibilities for the conduct of the proceedings (Palmberg, 2010), minimize transfers,

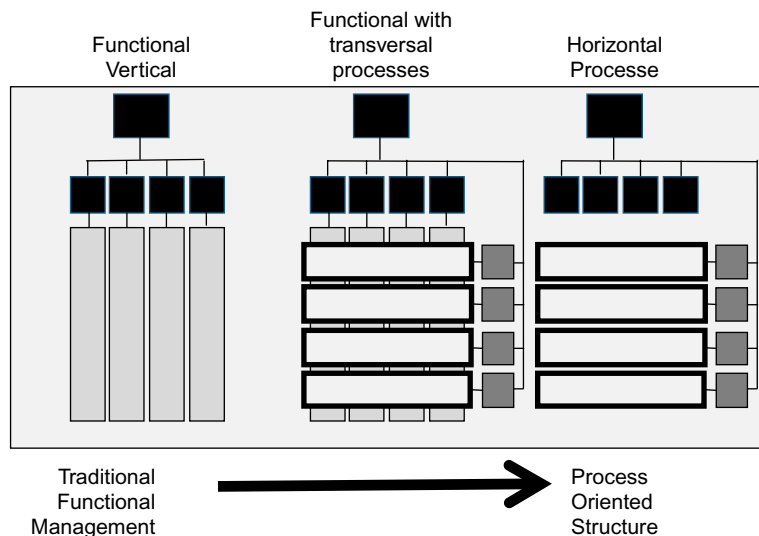
thereby reducing errors and time delays, maximize the grouping of activities and reduce the effort (Antonucci and Goeke, 2011; Paim *et al.*, 2008).

In this context, Paim *et al.* (2008) claim that there are fully functional management scenarios, a cross-functional management processes and management processes horizontal, as shown in Figure 1. These scenarios are classified as management approach. In the same organization it is possible that some processes are managed on a functional approach, others in a cross-functional process and some with a horizontal approach.

According to Paim *et al.* (2008), it is possible to visualize the three management approaches:

- (1) *Functional*. When an organization is structured functionally and only recognizes processes within organizational departments or units, then functional management of functional process ensues.
- (2) *Transversal processes functional*. When the organization is structured functionally, but recognizes cross-functional processes, from demand to delivery offered or from customer back to customer, there is functional management of cross-functional processes.
- (3) *Horizontal processes*. When processes come to be the main concept and dimension guiding management, then there is process management of cross-functional processes.

According to Paim *et al.* (2008), in the functional approach, the processes are singly managed, the organization has the characteristics of low-capacity coordination silos and there is little orientation for the market. In functional management of transversal processes, the model prioritizes organizational management based on processes, which must support the coordination of labor, however, preserving the division of labor centered on specialization. In horizontal processes management, there are alterations in the member



Source: Based on Paim *et al.* (2008)

Figure 1.
The three management
approaches

elements of the organizational project aiming for the prioritization of processes like the functional axis, guiding decisions by prioritizing based on processes. Figure 2 shows the organizational decision spectrum in functional logic versus process logic. Take note that in process oriented management, the decisions and element structuring shown in Figure 2, are guided by the processes.

In this aspect, to Paim *et al.* (2008), the logic of process management is conducive to the following management practices:

- cross-functional processes are recognized and divulged;
- organizational structures assign units formal responsibility for cross-functional process management or work groups are organized to conduct processes from start to finish;
- customer requirements are applied to improving cross-functional processes;
- information systems are conceived, developed and introduced building on cross-functional processes;
- performance evaluation and recognition systems are oriented to the overall outcomes of cross-functional processes;
- budget resources are allocated to cross-functional processes; and
- pay, benefit and career paths encourage knowledge of cross-functional processes.

The management of organizational change represents, according to Jeston and Nelis (2006), the most important component of BPM application, because people involvement is a critical success factor, and the leadership of line managers the key to achieving desired involvement. Palmberg (2010) showed that when the functional and hierarchical organization for the new processes, there is a clash between those who prefer to receive orders and those who prefer greater responsibilities and a way to ease the shock is to provide the necessary support to this transition. The research also revealed that the



Figure 2.
Organizational decision spectrum: functional management versus process oriented management

Source: Based on Paim *et al.* (2008, p. 709)

solution is not to choose between the functional approach and processes, but can apply both in the organization, provided that there is negotiation and collaboration, in which managers can communicate and align the organization's strategy with the process strategy.

In this sense, a successful BPM project, according to Neubauer (2009), requires a well-organized team that is able to analyze, design, implement and continuously improve the processes according to business strategy. Despite the importance of BPM, according to Neubauer (2009), Paim *et al.* (2008) and McCormack *et al.* (2009), the transition of the organization of a functional approach to an approach focused on processes still happens slowly. BPM is an objective of the significantly broad study and Paim *et al.* (2008) defined the tasks that comprise the concept of BPM. And this is what the next item will deal with.

2.2 BPM tasks

Paim *et al.* (2008) identified the BPM area directly with the professional expertise and an extensive literature review list of 24 BPM tasks. These tasks are necessary for organizations to have in-house BPM practice. The task groups are divided into process projecting, managing day-to-day processes and promoting evolution and learning.

These three task groups consider the elements of organizational functions related to the management process, i.e. strategy, information and knowledge, innovation and improvement, IT, people and skills, performance indicators, budget, policies and procedures, control and audit, coordinating the work and production systems. These authors also developed a questionnaire base that aimed to assess the importance of each task within the group, and identify the dominant type of management within the organization studied. The types of approaches that have been previously defined are: functional, cross-functional processes and horizontal processes.

In this paper, for the case study development of the companies studied the three task groups of the developed tool were used as a basis, validated and tested by Paim *et al.* (2008). The three groups of tasks are presented and described in Table I.

Jeston and Nelis (2006) stated that it is important for leadership to recognize that there is no end to business improvement, which is a program that must be continuously maintained. According to Antonucci *et al.* (2009), measurement is important, but the continuity of the measurement, monitoring and process control is even more important. To define what to measure, one must understand the desired results and observe the general process in relation to customer satisfaction. However, as stated earlier, on one hand the migration from the traditional management model to the focus on management processes results in performance increasing improvements in processes performance improvement by, on the other, promotes increased responsibility through processes results and the necessity to monitor processes and constantly improve. In this context, migrating from the functional management approach to process focused management, the organization has to overcome barriers in this process of change. Those barriers are the subject of the next research topic.

2.3 Barriers to BPM advancement

The model of organizational structure based on functional management has limitations and proves to be restrictive in dealing with the current reality (Paim *et al.*, 2008). However, most organizations are managed in a functional way and still cannot see, in fact, the relationship between organizational processes.

Task groups	Description
Projecting process	Tasks that involve understanding the external and internal environments of the organization in relation to business strategy. This strategy is broken down into objectives and goals and approaches to promote change. Teams must be formed and processes are necessary to understand, select and prioritize processes. Thus, the following tasks are part of the group: to understand the external and internal environment, to establish the strategy and approach for change, ensuring sponsorship for change, to understand, select and prioritize processes and tools, form teams and teams diagnostic process, to understand and model processes in the current situation, define and prioritize solutions to current problems, define management practices and implementation processes, to understand and model the processes in the future situation, define and implement process changes
Manage day-to-day processes	Tasks that involve processes and implement changes; promote the realization of the processes, monitor and control the processes execution, and perform short-term changes
Promote evolution and learning	Tasks that involve recording of processes performance, perform the benchmarking process, record and control evaluation of impact deviations of the efficiency of processes, and learning about the recording process. It is based on understanding the process evolution trajectory of the process through actions that increase process predictability, best understood as the relationship between promise and performance and achieve and able to deliver what was promised. This ability depends largely on getting to know the historical basis of performance

Table I.
BPM tasks

Source: Based on Paim *et al.* (2008)

In this sense, McCormack *et al.* (2009) stressed that to promote the BPM, you must have an organizational approach that defines the process and the roles of management processes and breaking the old functional approach that inhibits the systemic vision of the organization. Trkman (2010) noted that the company should be carefully aligning their business processes with the environment and the flexibility and continuous adaptation of its core processes. Therefore, it must establish that the business processes are key to contributing to competitive advantage.

Another factor highlighted by Paim *et al.* (2008) is that much of the available technology is based on the functional approach; in addition, the acquisition of new technologies is costly. Another highlighted aspect is the unavailability of professionals with a vision of business processes since the vast majority of undergraduate courses taught the departmental approach (ABPMP, Antonucci *et al.*, 2009).

Sentanin *et al.* (2008) conducted a study on BPM application in a public research center that administered the challenges of progress throughout the stages and levels of BPM and emphasized the participation of all members of the research center in a process where the functional mindset has to be broken and the vision based on continuous processes has to be built. These are sine-qua-non for overcoming the challenges to BPM consolidation.

A barrier to be highlighted is the same organizational culture itself, as organizations, for such a long time, have benefitted from the functional coordination of the work. In this case, according to Palmberg (2010), there is a major concern for people who prefer to receive the order to assume greater responsibilities. Another difficulty faced is that the concept of processes is still not widespread in organizations (Trkman, 2010).

The lack of standardization is highlighted by Jeston and Nelis (2006) reported that often, the areas are working the same logical abstraction of the process, but with different names, little integration between the methodologies, techniques and tools used in various areas, and different visions of the set of activities, products, customers and other components of the process.

According to ABPMP (Antonucci *et al.*, 2009), the direct involvement of leadership and executive team, ownership of the process, incentives and rewards for the adoption of new processes, creating cross-functional teams to participate in and cooperate with the process, development of continuous improvement, commitment to investment and alignment of business strategy with the customer are essential to the promotion of BPM. In this context, Bandara *et al.* (2007) noted the disconnection between strategy and BPM projects, which have been identified as one of the major flaws.

Bandara *et al.* (2005) found in their study, the participation of stakeholders, to obtain information, the expertise of the modeler, project management and support of top management as success factors in business process modeling. The need for involvement of top managers, the link between BPM and organizational strategy, careful connection of IT and business strategy were critical success factors identified by Trkman (2010) in their study. In this sense, communication, stakeholder involvement, support from senior management are critical success factors in deploying BPM systems identified by Ravesteyn and Batenburg (2010), suggesting that large projects should not be developed without the support of a top-down approach.

3. Research methodology

The research was developed based on multiple case studies. The double case study was chosen because it builds a qualitative field research and represents the preferred strategy when asking questions like “how” and “why” (Yin, 2009). This methodology involves the intensive analysis of a relatively small number of situations. Still, according to the author, the case study offers the advantage of the wealth of details obtained and how the research effort, contributes in a unique way to understanding the phenomena that we have individual, organizational, social and political.

The study was conducted in two companies operating in the services sector in various regions of Brazil, and the criterion for selecting these companies was the service sector organizations that have grown and are making major changes in their management model, the relevant decisions and actions relevant to the proposal of this work and also for easier access to respondents. The two companies have grown over the past five years and initiated projects to promote BPM. Thus, the selection of companies was based on rapid growth, changes in the management of related processes and the need to manage processes to maintain the level of quality services.

In-depth interviews were conducted with the managing director and manager of companies directly involved with the processes of organizations. A BPM task roadmap was used for interview development (Caulliraux and Cardoso, 2008).

Thus, the interview script used was structured in three blocks that corresponded to three groups of tasks developed by Paim *et al.* (2008), which are: thinking, which refers to the tasks of design processes, the act that relates to the management processes on a daily basis and learning which is to promote development and learning processes, as shown in Table II. Each task that makes up the groups was evaluated in terms of importance

Projecting processes (first group)	<ul style="list-style-type: none"> Understand the external and internal environment Establish the strategy and approach for change Ensure sponsorship for change Understand, select and prioritize processes Understand, select and prioritize tools Form teams and groups for process diagnostics Understand and model processes to fit the current situation Define and prioritize current problems Define and prioritize solutions for current problems Define practices for management and the execution of the processes Understand and model processes for the future Define change for processes Implant new processes
Managing day-to-day processes (second group)	<ul style="list-style-type: none"> Implement processes and changes Promote process materialization Accompany the execution of processes Control the execution of processes Carry out short-term change
Promoting evolution and learning (third group)	<ul style="list-style-type: none"> Record process performance Carry out benchmarking processes Record and control impact deviation Assess performance of processes Record learned material about the processes

Table II.
Groups of tasks for BPM and their variables

Source: Based on Paim *et al.* (2008)

for each company studied and how the task was performed on each organization. The barriers encountered when promoting BPM were identified.

The case study protocol presented in Table III guided the investigative process.

4. Presentation and case analyses

One of the companies studied has been in operation for 40 years and the other is a relatively young company that has operated in the market for seven years, however, both are reputable and well known in the segment due to the level of quality work and dedication to their service. Another interesting aspect concerning the companies studied

Research question	How BPM related tasks are developed and what are their barriers?
Unit of analysis	Form of management in two service organizations
Time limits	Between the May and June 2010
Location	Companies A and B
Validity of constructs	In contrast to practical theory, based in the theme's state of the art
Internal validity	<ul style="list-style-type: none"> Observation Document Interview with the board and administrative managers as a source of evidence
Elementary questions about the case studies	<ul style="list-style-type: none"> Are the processes projected functionally or transversally? How are the processes managed day-to-day? How is learning evolution assessed? What are the main barriers to BPM promotion?

Table III.
Case study protocol

refers to changes in management processes that are being implemented, so it became possible to examine the issues relating to the objectives of this study. The presentation and analysis were summarized into four topics: business description; importance of the tasks and processes for managing a major barrier.

4.1 Business description

The first analyzed company, here called Company A is a provider of legal services in the segment that has branches located in important regions of Brazil. It was founded in 1969 and operates throughout Brazil, Mercosur, Mexico, the USA and Europe in the areas of tax, civil, commercial and corporate law, labor, criminal, administrative, environmental and biolaw, cooperatives, sports, and paralegal reports and control.

The second company studied here called Company B, is an institute for teaching and research in administration, which was established through the teachers union, researchers and professionals in administration in 2003 and currently has about 200 teachers and 12 universities. It operates in three complementary areas: education, research and extension organization (consulting).

4.2 BPM task analysis

Based on the literature review and in accordance with the data obtained in the interviews, we can infer that Company A has a functional approach to management of the transversal processes on the set of tasks that are part of the process design, called thinking by Paim *et al.* (2008). According to the authors, this management approach is centered on the idea that the processes should support the coordination of work, but preserve the division of labor specialization to focus on not creating two lines of authority.

In view of the manager interviewed, concern about the customer is very intense in the mission and its values. He said that:

If I want to serve my customer well, I have to stay alert to what he wants the entire time: from when he enters the reception, to the time he pays his bill. I have to involve the internal team to be aware of this and prepare for our day-to-day to achieve this goal.

In relation to the activities involved with BPM on a daily basis, which are part of the second group of tasks, the company presents the characteristics of functional management. Paim *et al.* (2008) claim that the organization's functional approach presents characteristics of silos, with little ability to coordinate. This becomes evident when the manager says these activities are so isolated and divided, with no defined and transversal processes. For certain activities, the interviewee believes that the best way to develop them is by department.

The third group of related activities that promotes development and learning are not yet developed by the Company A. This is because the company is in the early promotion of BPM, that is, developing tasks for the first and second group.

Since Company B, seeking certification as required by its customers, has evolved more rapidly than Company A in process oriented management. The company hired a consulting firm that assisted in obtaining certification in all areas simultaneously, which also contributes to the implementation of BPM. Therefore, Company B has a horizontal approach to the process management tasks involved in the first group – design processes. This company already enjoys the benefits of having BPM firmly entrenched in its strategy, and moreover, has made changes in its organizational structure and other elements that make up the organizational design in order prioritizing processes as an axis of greatest importance that management functional axis.

There was also great evolution in Company B in relation to management processes in daily life, which, according to the interviewee, was achieved at the expense of much debate. Currently, activities are implemented in order to improve the chain as a whole. An important fact to be highlighted is the need for a leading figure of accompanying indicators of the processes and assists in implementation of processes for which there is no task alignment. At one point in the BPM promotion, this figure was not clear for the other team members and there was no one monitoring the implementation and evaluation processes, generating a loss in the deployment efficiency of the new management model. According to Antonucci *et al.* (2009), it does not help pointing out mistakes, failures and have no control. This aspect was highlighted by Company B.

With regard to the achievement of short-term changes, the company points out that if B does not make these changes, it will affect the future of the organization, which is what happened in the model of functional management. These short-term changes are included in the group of day-to-day case management, and according to the interviewee, these changes are developed in a functional way, but there are changes in process that involve the whole, covering only a part of the process.

Regarding the performance of processes, the company is in the B phase upgrading indicators that need to be reviewed periodically because those who do not help in any important decision will be discarded. Company B makes use of benchmarking by the consulting firm that passes information on best practices, points out that in Brazil, which operates in the segment, only two companies have also researched the company certification. Thus, he prefers benchmarking by the consulting firm which renders services.

Thus, Company B in relation to the task group “promoting development and learning,” is the approach to cross-functional process management, as it has indicators that are being reassessed, getting information about the process improvement consulting firm but makes no formal records of learning. It does not use reports or systems to generate information about good aspects and errors in relation to processes.

4.3 Importance of tasks for managing a process

Respondents were asked to explain what the degree of importance assigned to each activity BPM contained in each of the three task groups.

The company ranked the vast majority of activities related to design processes (first group) as extremely important. The manager said that the analysis of the environment is very important to set up processes and to establish the strategy and approach to change is part of the north established by senior management.

With the exception of the activity to carry out short-term changes, the manager of Company A considers them important, the rest of the processes managing group in the day-to-day (second group) were considered of utmost importance. In relation to the tasks of promoting the development and learning (third group), as activities have not yet been implemented in the company, being in the early promotion of BPM, were classified as indifferent.

Company B, in relation to the tasks of the group “process design” sees most of the tasks as very important. The emphasis was given to the analysis of internal and external environment was essential to define the model of migration management. The organization was viewed as a whole and when it decided to certify only the area of education and ensure all areas of business, it preferred to make the change in all areas,

therefore, one area depends on the other and the lack of quality and standardization of processes in the research may affect the area of education.

Another task that deserves mention is the understanding, selection and prioritization tools. According to Company B this task is considered indifferent, therefore, consider the important tools, but are not a priority. The company concerned has implemented the new management model with only the tools I had.

Forming teams of diagnosis is extremely important to the Company B, which considers needing to know where you stand and knowing what they want. The prioritization of solutions to current problems is important, but are taking too long to find the cause, perhaps by gaps in knowledge of the interrelationship of all the processes involved for a few.

As regards the second group of tasks – BPM on a daily basis, Company B considers indifferent to implementing processes and changes, the fact that you have implemented all processes, but stressed the importance of monitoring the implementation process.

Regarding the group to promote development and learning, Company B considers the importance of these tasks and proved committed to develop them even though it is starting this phase, as previously was focused on the tasks of the previous groups.

4.4 Main barriers

Company A is fully aware of the benefits arising from BPM and, therefore, have expended considerable effort to advance this administration, tried to overcome the barriers encountered.

The main barriers faced by the Company A are: lack of methodology, involvement and perceptions of people involved in relation to BPM, a large number of partners with different perceptions, the diversity profile of customers served, cultural change, characteristics of specific areas of the company and lack of commitment of top management. These barriers have been identified in some studies as success factors for BPM (Bandara *et al.*, 2005). The barriers faced by the company are the consequences of a fully departmentalized family-run model, in effect for 40 years, with a staff, most of whom are in business for many years (on average seven years), managers and partners (20 years of business). The difficulty in implementing any change in processes is very large due to a previous pattern of business thinking.

The main barriers faced by Company B are: changing organizational culture, lack of consensus among people, lack of establishment of common goals, lack of planning, adequate job descriptions, understanding of the problems, lack of investment and the learning need log, which are identified as success factors in some studies, such as Bandara *et al.* (2005, 2007) and Trkman (2010).

Company B has overcome some barriers with the help of the consulting firm it hired, and thus developed a lot of training, made formal and informal meetings as an incentive to involve the team in overcoming the barriers as suggested by Antonucci *et al.* (2009). A striking feature is that of Company B being innovative in providing in-company courses according to the needs of the organization. The organizational environment is conducive to innovation. Psychologists who work in Company B are involved in each stage of change.

Neither Company BPM trained employees. Thus, seminars, courses, presentation of case studies and visits to companies that have implemented BPM are suggested for organizational learning, and involve not only the organization's workforce, but also customers, suppliers and partners.

Note that the main barrier found is related to the organizational culture, or people, because of their departmental thinking. In this case, the training of employees in BPM can help in promoting a focus on process.

5. Conclusion

Based on literature and field research, we can conclude that companies recognize the importance of BPM, but their levels of development are still relatively limited. With regard to the tasks of BPM, these have arisen in response to increased competition among companies that have come to seek certifications, causing them to turn their attention to the process. The tasks identified relate to the design of the project, managing the day-to-day, and learning.

The migration of one management model to another, or from one paradigm to another, can be slow because the process of new practices can be restricted by various barriers. As the overall objective of the study was to analyze the importance assigned to tasks to implement BPM and raise the principal challenges for migration management model, one can conclude that companies are committed to promoting a management focused on understanding the processes by importance of this management model to improve the quality of its services.

It should be noted that due to specific characteristics of the organizations studied, they followed different lines of thought regarding the implementation of BPM. While Company A considers it most appropriate to begin implementing the BPM gradually since the change of the management model in Company A as a whole could have a large impact on their culture, Company B, in turn, defined to implement BPM in the enterprise as a whole, therefore, clearly understood the transversal processes. A striking feature is that of Company B being innovative in providing in-company courses according to the needs of the organization. The organizational environment is conducive to innovation. Psychologists are involved in each stage of change. There is a special attention to managing change.

With regard to the importance of the tasks for businesses, it can be concluded that the tasks for the most part are very important, although companies are at different levels of transition management model. Company B considers tasks much more important for group learning compared to Company A, this task group does not yet apply, due to it being early in the process of management model change, it will be important when BPM has a more advanced.

There are barriers related to people, the business segment and the company. The barriers faced by the companies studied, parts are similar, with regard to people, organizational culture and others that are specific to the business segment of each, as the diversity of the company's customers, the number of employees who work there long time in the company. Company B has already faced the financial barrier, not identified in Company A.

Another barrier found in the two companies is the lack of organizational learning development in this case, seminars, courses, presentation of case studies and visits to companies that have implemented BPM are suggested, and involve not only the public organization's internal but also customers, suppliers and partners.

Based on the analysis developed in this paper, it is suggested that organizations wishing to promote BPM choose or develop a method that includes all tasks related to process design, managing the day-to-day and promoting the evolution and learning. The method chosen should be appropriate to the context of the organization. Another factor

identified is the careful management of change. In Company B employees actively participated in the construction of process models, and constructed a new approach to managing end-to-end process. Many formal and informal meetings are a way of encouraging staff to engage and overcome the barriers. The promotion of BPM is with the involvement of all interested colleagues.

The paper has several practical applications. This work can bring a contribution to professionals as well as academics, in regards to the transition from functional management to process oriented management and the transposed barriers to BPM promotion. The understanding of the importance of the BPM tasks and the main barriers will serve as a guide to improve planning and performing initiatives for promoting BPM. As a suggestion for future work, it is suggested to identify ways of inhibiting barriers against the promotion of BPM.

One of the limitations of the present research is due to the fact that it is based on a broad bibliography in contrast to a limited empirical validation capacity.

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Further reading

- Paim, R., Caulliraux, H., Cardoso, V. and Clemente, R. (2009), *Gestão de processos: pensar, agir e aprender*, Bookman, Porto Alegre.

Corresponding author

Silvia Inês Dallavalle de Pádua can be contacted at: dallavalle.silvia@gmail.com

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