

Adaptation of Business Process Management to Requirements of Small and Medium-sized Enterprises in the context of Strategic Flexibility

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Abstract. Business Process Management (BPM) has become a necessity for companies in a highly competitive business environment, as it is a powerful tool to enhance process and service performance. Unfortunately, BPM is primarily linked to parameters in larger enterprises; no flexible and effective methods for a practical application are available for Small and Medium-sized Enterprises (SME). As a sequential result, BPM for SMEs still remains largely atheoretical. Practical experiences during the last years show a large number of failed or unsuccessful BPM initiatives. Coherent to this, several papers try to identify Critical Success Factors (CSF) of BPM, but those CSFs are often case-specific or of a generic kind and most of those papers fail to put their research within a theoretical grounded framework. This research focuses on maintaining the strategic flexibility and explores the situation in SMEs as well as the possibilities for an adaptation of an agile BPM within this type of companies. Desired result of the work is the elaboration of a common framework for an agile BPM adaptation for SMEs.

Keywords. BPM, SME, Adaptation, CSF, Agile, Model, Framework