

Management Summary

The aim of this master thesis project is to define a methodology to conduct an optimal Business Process Management (BPM) approach for a Government Agency. Not only government agencies, but all public and private stakeholders are aware that, on one side the ongoing digitalization is a disruption for most organizations, with a demanding implementation that involves a fundamental and a very rapid cultural and technical evolution. On the other side, citizens' awareness of their rights and their expectation for quality services from Government Agencies has drastically increased.

BPM is of high relevance for organizations seeking to establish efficient operational structures, reduce costs, improve quality, increase productivity and achieve higher customer satisfaction. However, despite the growing popularity of the approach, the degree of BPM adoption differs substantially across organizations. Moreover, most organizations including Government Agencies are far from being able to realize the benefits that are associated with BPM.

Unlike the private sector, all Government Agencies, like all public-sector organizations, are not driven by profits, making BPM approaches complex to implement. This has led to the definition of the research objective, which is to propose an approach for process improvement in the public sector. New approaches are essential and urgently needed, as redesigning and automating business processes to rethink key information services is a growing requirement. BPM must be constantly re-evaluated and readapted to allow an organization to adapt and reinvent itself.

To conduct this research, a qualitative study including a case study and numerous interviews with highly experienced organizations was conducted. The research questions were designed to gather information about BPM objectives, implementation and use in the different organizations. For this study, various data sources were collected. The findings led to interesting analysis and discussion, this in relation to the extensive literature reviewed in this area. The results of the research are compiled into a strategic roadmap. This strategic roadmap defines the best approach for a Government Agency to implement and take advantage of a BPM initiative.

From the analysis of data, observations and following discussion, the major conclusion of the master thesis project is that BPM is very appropriate to enable a Government Agency to meet strategic goals. The nine steps integrated in the strategic roadmap contain all the key elements for setting up and activating continuous improvement through a BPM initiative. Finally, recommendations concerning the implementation of the strategic roadmap allow an organization to reach the desired BPM Maturity Level.

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