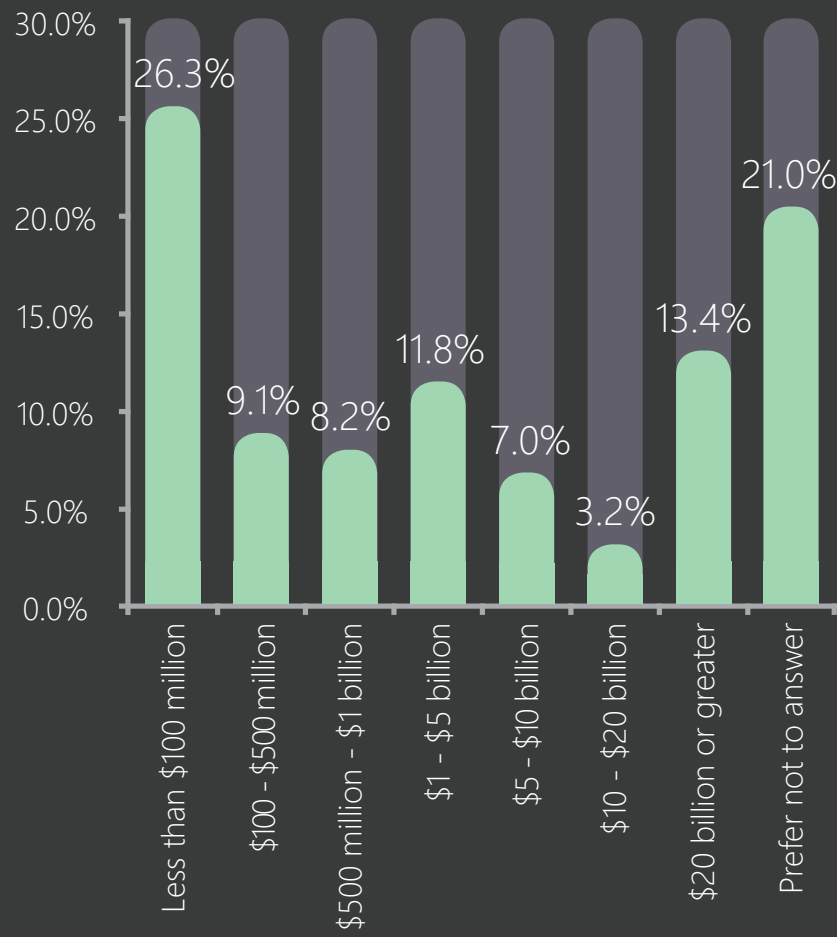
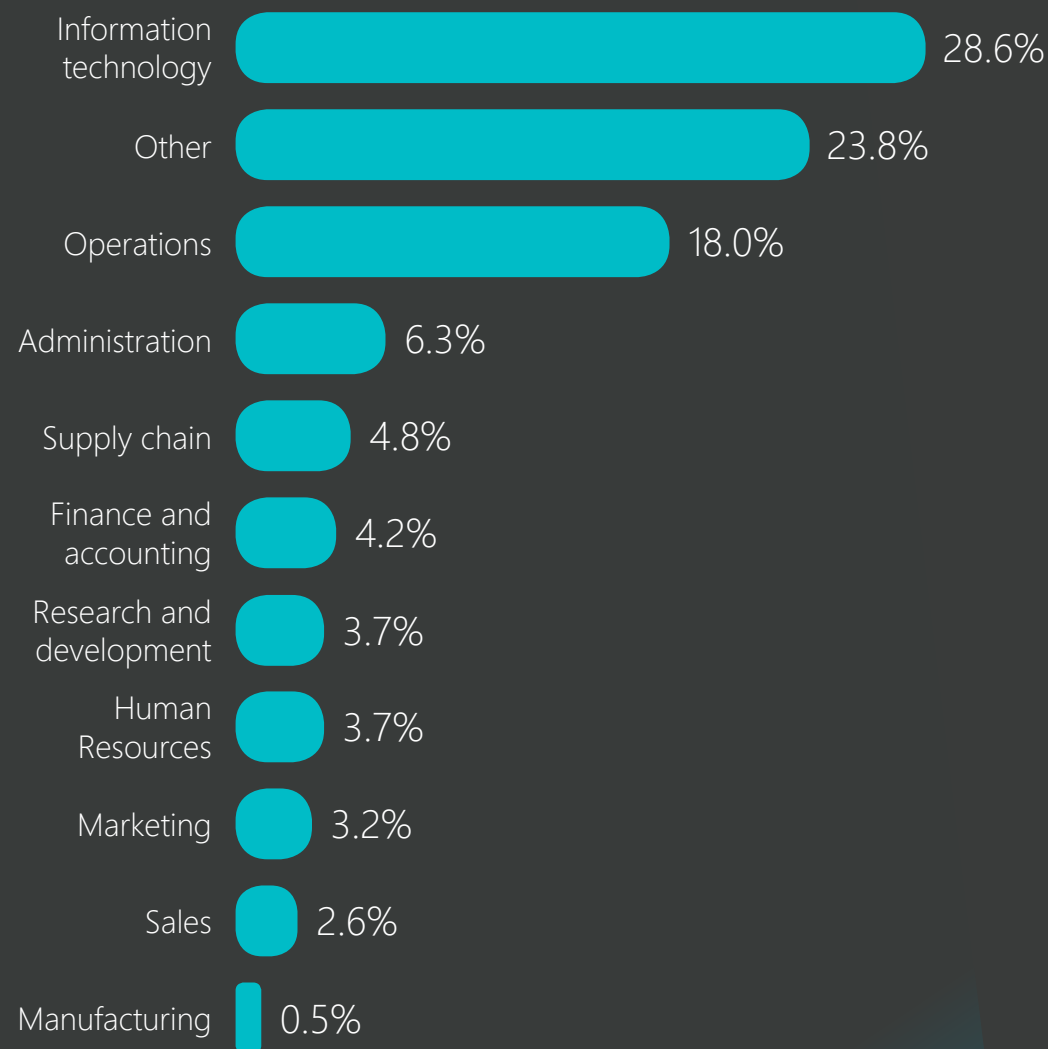


Organizational Revenue

The majority of the respondents came from organizations with revenues under \$1 billion.

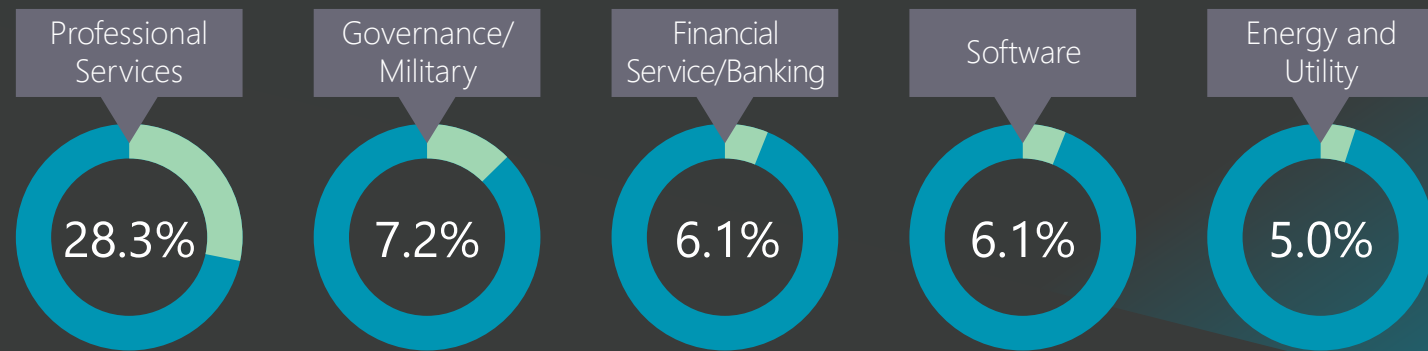


Respondent's Function



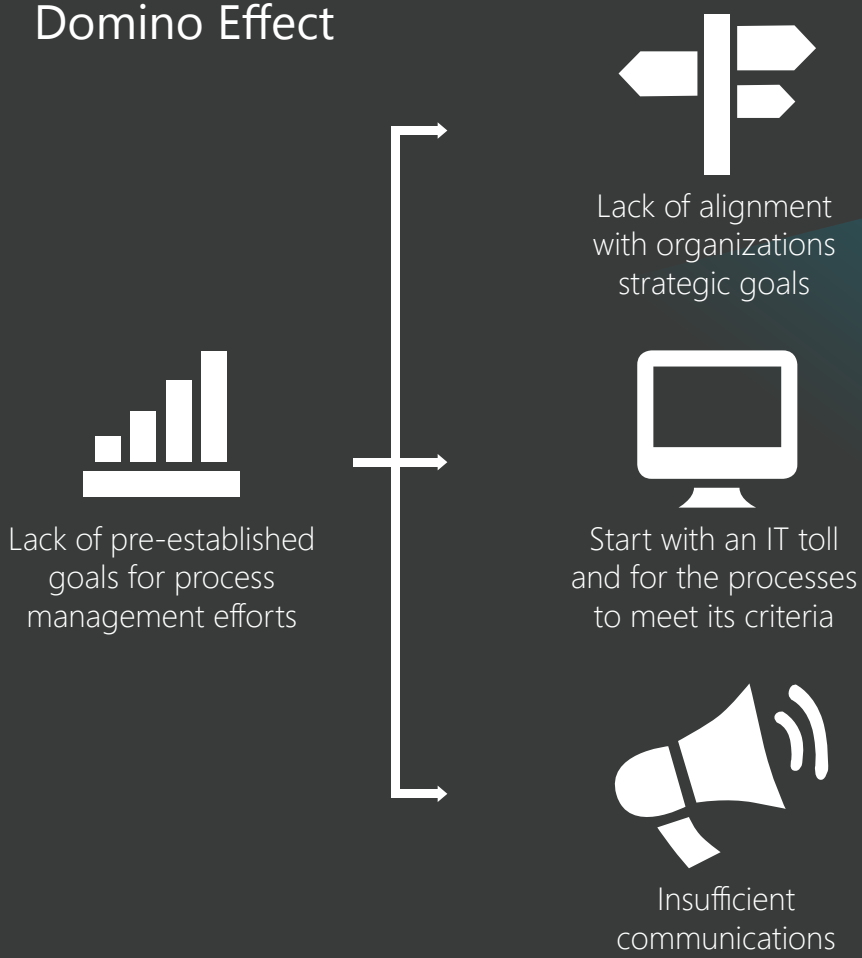
Top Five Industries

The majority of the respondents came from professional service firms.

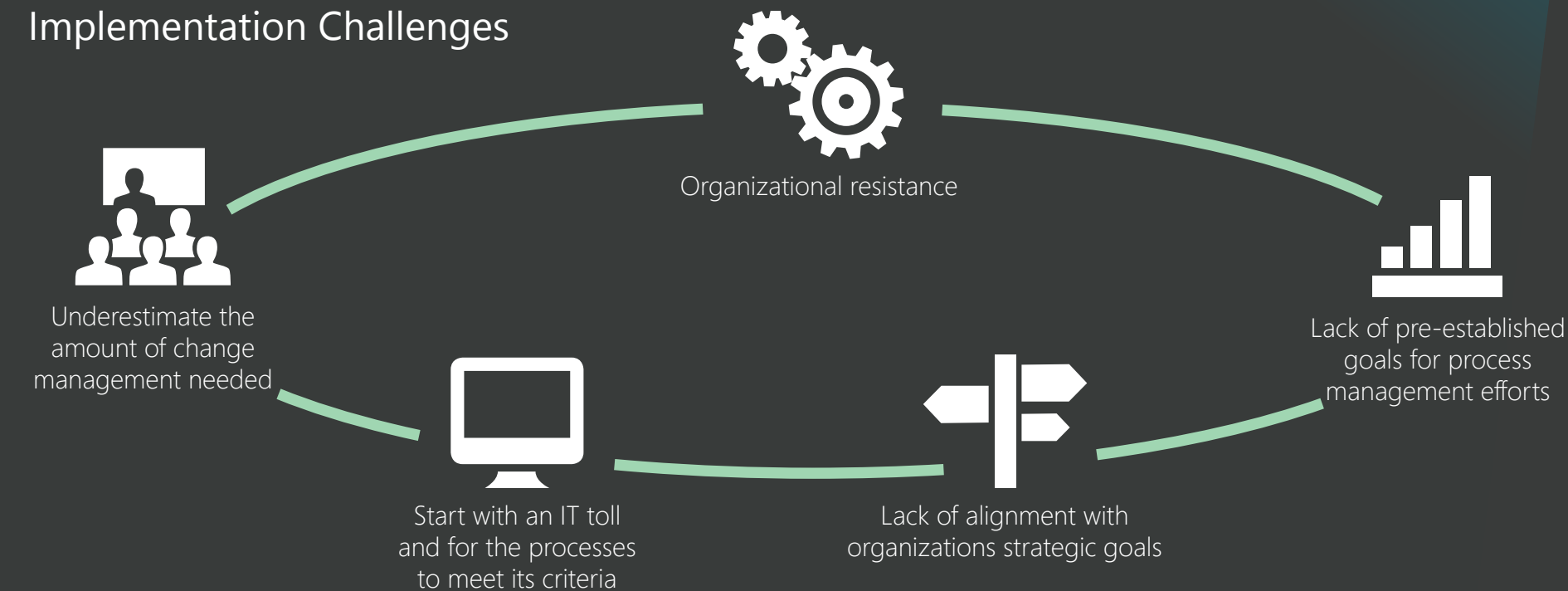


Overcoming the Challenges

Domino Effect



Implementation Challenges

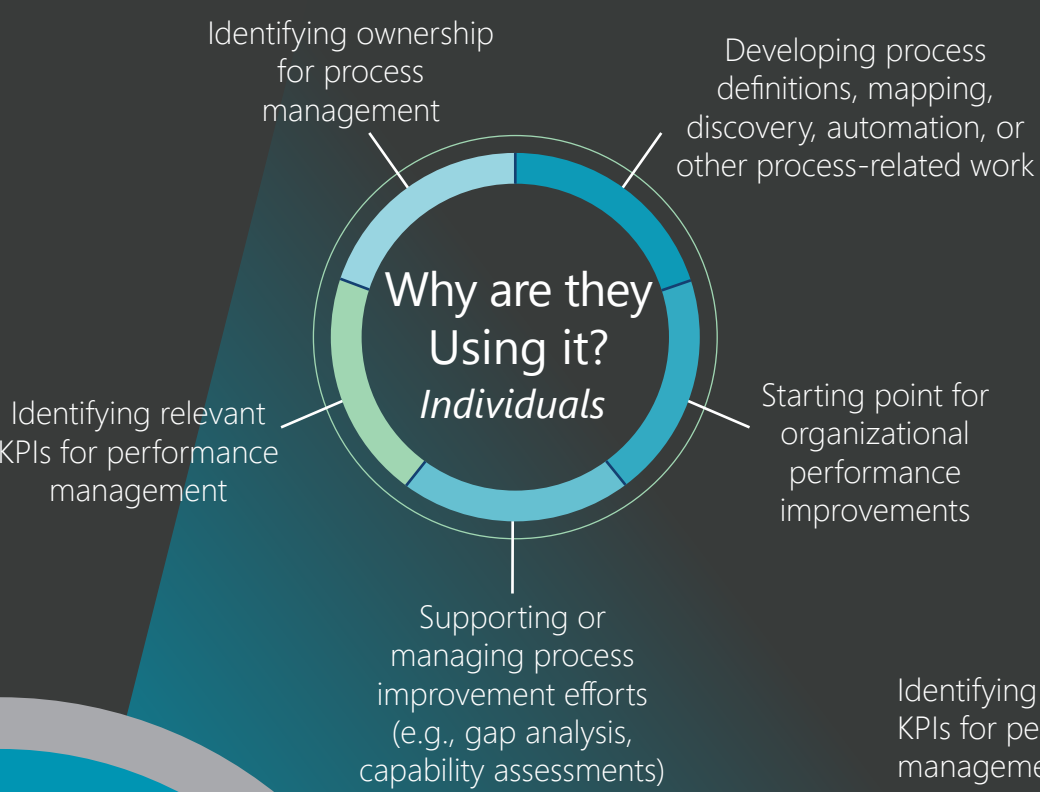
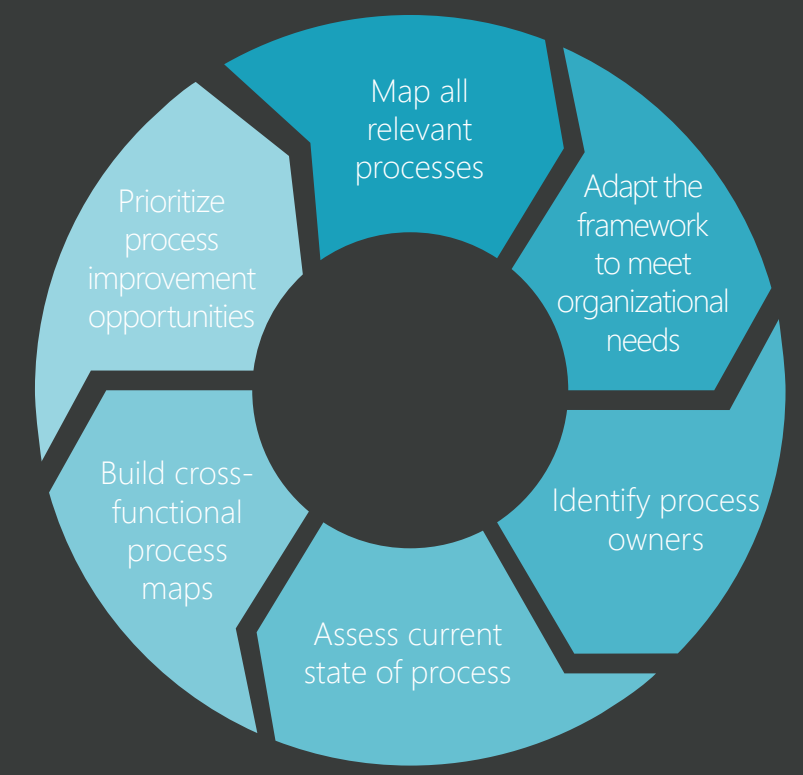


APQC
2015 Putting the PCF into Action

This poster outlines the responses of users referencing and using the APQC Process Classification Frameworks (PCF). The information is categorized into four sections:

- Demographics of the survey respondents
- Trends in the PCF usage
- Challenges the PCF has helped address
- Process management effectiveness of respondents

Top 6 Implementation Practices

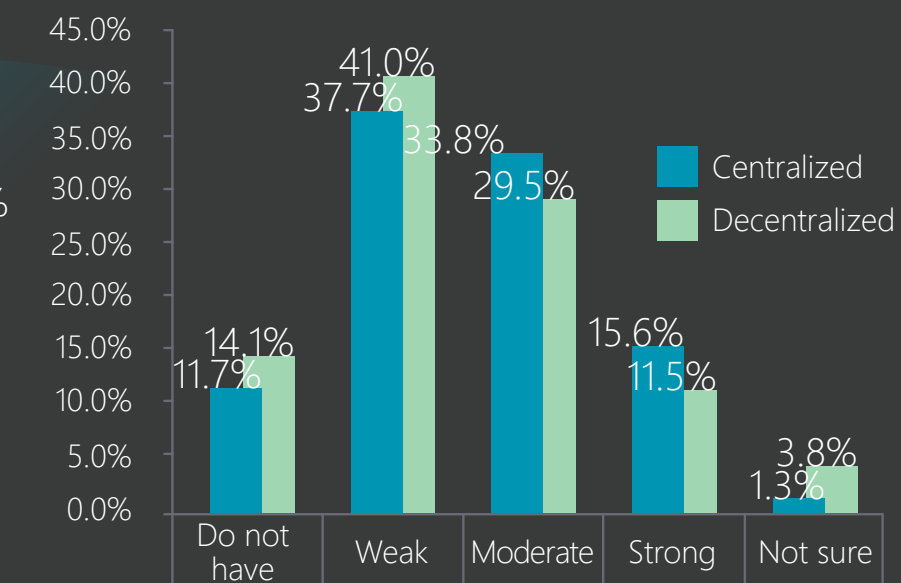
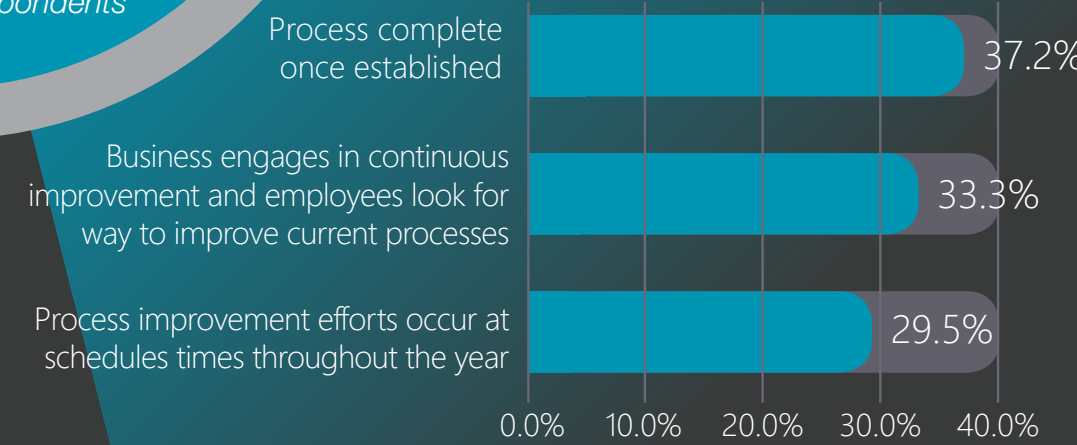


Process Management Effectiveness

Most organizations report that their centralized and decentralized process management capabilities are either weak or moderate, indicating room for improvement.

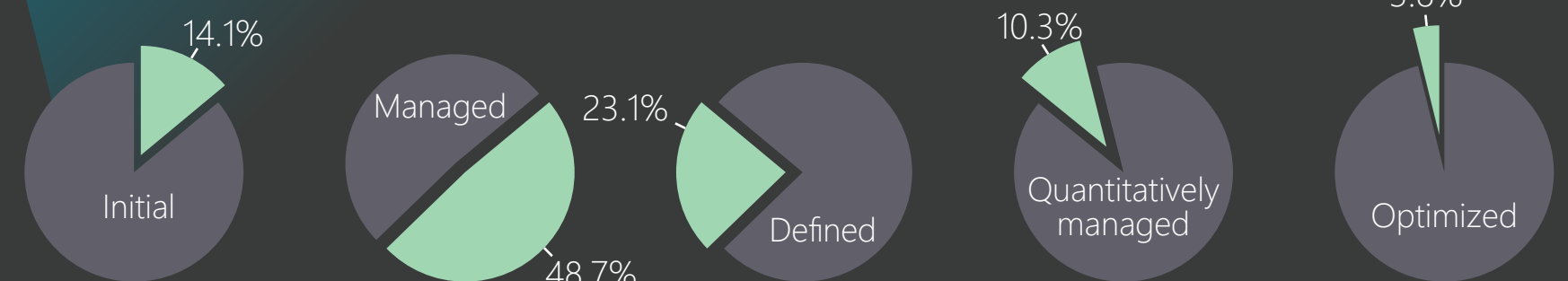
Process Improvement Approach

Only a third of respondents indicate their organization embraces a process improvement culture.



Business Process Management Maturity

Almost half of the respondents indicate their process management maturity level is managed.



Note: * p ≤ 0.05, ** p ≤ 0.01, *** p ≤ 0.005

	Initial	Managed	Defined	Quantitatively managed	Optimized
Centralized process management capability ***	Weak	Weak	Moderate	Moderate to strong	Strong
Decentralized process management capability ***	Weak	Weak	Moderate	Moderate	Strong
Length of time used the PCF*	Less than 1 year	1-3 years	1-3 years	More than 3 years	N/A
Process improvement culture ***	Once process is established its done	Once process is established its done	Process improvement occurs at set times	Continuous process improvement culture	Continuous process improvement culture

Source: APQC Webinar, March 2015