MERCURY

Business Process Maturity Model (BPMM): From Assessment to Implementation

27 September – 1 October 2027
Rome (Italy)



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Ref: 121350_1028958 **Date:** 27 September – 1 October 2027 **Location:** Rome (Italy) **Fees:** 7200 Euro

Introduction

The Business Process Maturity Model BPMM course equips professionals with the practical knowledge and tools to assess, analyze, and improve organizational processes in a structured, sustainable way.

This 1-week program focuses on process maturity assessment, gap analysis, and hands-on improvement planning, enabling participants to move their organizations from ad hoc, fragmented processes to standardized, optimized, and continuously improving operations.

The course is convenient, using real-life case studies, process-mapping workshops, and maturity assessment tools, with special emphasis on public-sector and financial/social security institutions.

Targeted Group

This course is for professionals involved in process improvement and organizational performance, including:

- Process Improvement & Excellence Officers.
- Quality & Compliance Professionals.
- Operations & Performance Managers.
- Internal Audit & Governance Teams.
- Business Analysts.
- Transformation & Change Management Teams.
- Public Sector & Social Security Institution Professionals.

Studying Scenarios

Participants will work on real and simulated scenarios such as:

- Assessing the maturity of core operational processes.
- Identifying process bottlenecks and inefficiencies.
- Designing a roadmap to move from Level 2 to Level 4 maturity.
- Improving cross-departmental workflows.
- Aligning processes with governance, compliance, and service quality objectives.

Course Objectives

By the end of this program, participants will be able to:

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- Understand BPMM concepts and maturity levels.
- Assess current process maturity objectively.
- Identify gaps and root causes of inefficiencies.
- Design standardized and optimized process models.
- Develop a practical process improvement roadmap.
- Align process maturity with organizational strategy.
- Measure process performance using KPIs.
- Sustain continuous improvement initiatives.

Targeted Competencies

Participants will develop competencies in:

- Process maturity assessment techniques.
- Business process mapping As-Is / To-Be.
- Gap analysis & root cause analysis.
- Process governance & ownership.
- Performance measurement & KPIs.
- Continuous improvement frameworks.
- Change management for process initiatives.

Course Content

Unit 1: Fundamentals of Business Process Management & Maturity Models

- Introduction to Business Process Management BPM.
- What is a Business Process Maturity Model BPMM?
- Why process maturity matters in public & financial institutions?
- Overview of global BPM maturity frameworks.
- BPMM maturity levels:
  - Level 1: Initial / Ad-hoc.
  - Level 2: Repeatable.
  - Level 3: Defined.
  - Level 4: Managed.
  - Level 5: Optimized.
- Roles & responsibilities in process governance.

Unit 2: Process Identification, Mapping & Documentation

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- Identifying core, support, and management processes.
- Defining process boundaries and ownership.
- Process mapping techniques:
  - SIPOC.
  - High-level process maps.
  - Detailed flowcharts.
- As-Is process documentation.
- Identifying pain points, delays, and risks.

Unit 3: Process Maturity Assessment & Gap Analysis

- BPMM assessment criteria and dimensions.
- Conducting a process maturity assessment.
- Scoring and interpreting maturity results.
- Gap analysis between current and target maturity levels.
- Root cause analysis tools:
  - Fishbone.
  - 5 Whys.
  - Risk and compliance considerations.

Unit 4: Process Improvement & Optimization Strategies

- Designing To-Be processes.
- Standardization vs. flexibility.
- Eliminating non-value-added activities.
- Improving handoffs and inter-departmental workflows.
- Integrating technology and automation overview.
- Change management considerations.

Unit 5: Performance Measurement, Governance & Continuous Improvement

- Defining process KPIs and performance indicators.
- Linking process KPIs to organizational objectives.
- Process ownership and governance models.
- Monitoring and controlling process performance.
- Continuous improvement frameworks PDCA, Lean concepts.
- Developing a BPM maturity roadmap.
- Final group exercise: Presenting a BPM maturity improvement roadmap.

Final Insights & Key Takeaways

This course enables participants to move beyond theory and apply BPMM concepts directly within their organization. Participants will have a clear understanding of their current process maturity, a practical improvement roadmap, and the tools needed to support sustainable process excellence.